



SUSTAINABILITY REPORT 2015



With You

«Be the change you want to see in the world»

Gandhi, Indian spiritual leader



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«We will contribute to an international society through the creation of new technologies and development of new products.»

STRATEGY AND ORGANIZATION



With You

Strategy and organization

The NTN-SNR group is well known as a key player in the automotive, industrial and aeronautic sectors. This position, of which we are proud, testifies to our ability to supply high-quality, innovative products and services that deliver excellent performance.

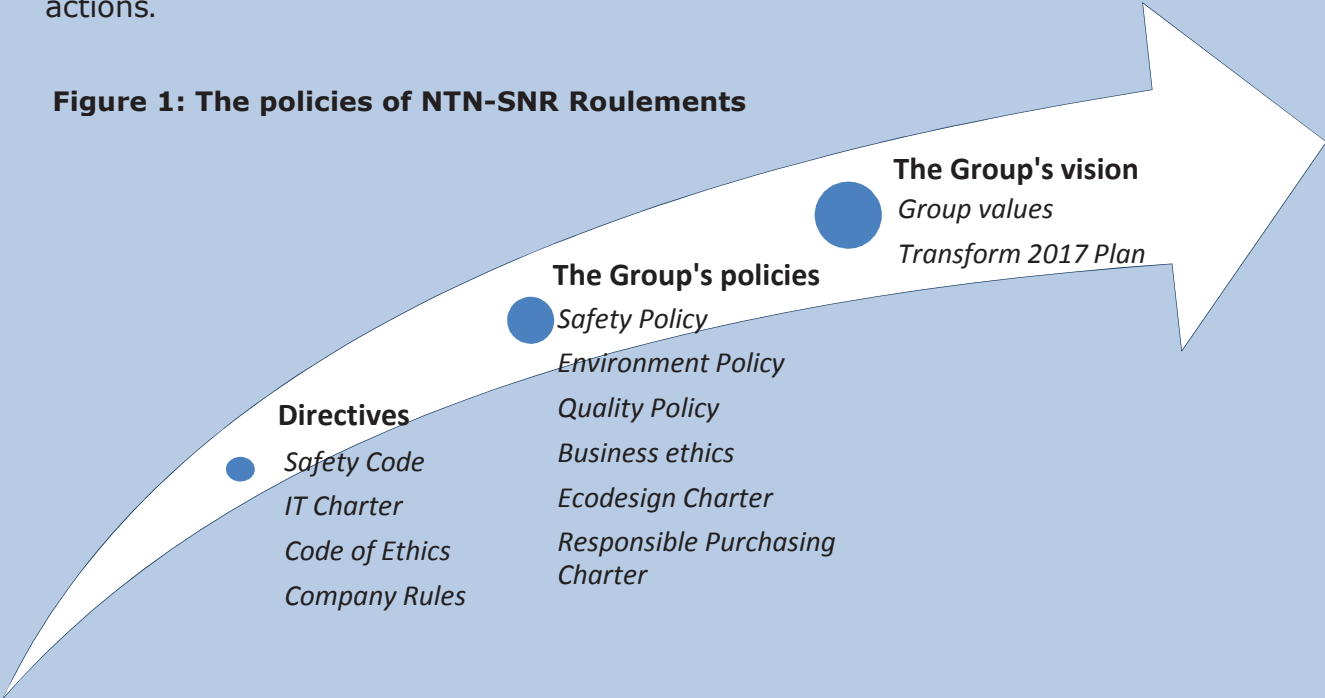
“We will contribute to society on a global scale by creating new technologies and developing new products”.

NTN's philosophy

Thanks to the group's values, we have been able to identify our strengths and challenges and implement a strategy that can meet the expectations of our stakeholders. As part of the NTN Corporation, NTN-SNR Roulements respects the principles of the Corporate Social Responsibility Report drafted by NTN.

To implement NTN's philosophy and each of the policies pursued by the company, we have identified our most important social responsibility-related actions.

Figure 1: The policies of NTN-SNR Roulements



AMBITION2025

On the eve of the Group's one-hundredth anniversary and in line with the NTN Corporation's NTN 100 plan, NTN Europe has defined what the Group would like to be ten years from now at European level:



- We will enjoy a high level of profitability, the guarantee of sustainable growth benefiting everyone.
- We will be a leader in high value-added activities, contributing to the performance of our clients.
- We will be in a strong position in the German market and in emerging markets.
- We will attract the best talent and work closely with our partners.
- We will have created a solid and unified regional organisation that serves our performance.



'All our staff will play their part on a daily basis in achieving our plan and contribute to the fulfilment of our goals. We have an exciting challenge ahead of us. I count on all of you to make our new strategic plan a success and thereby pursue our development in the NTN Group.'

Alain Chauvin, CEO, NTN Europe and Africa

WHY? Develop a European team spirit and empower our managers in the Europe area.

HOW CAN WE ACHIEVE THESE AMBITIONS? OUR PLAN FOR 2017
3 fundamental areas divided into 2 strategic thrusts will guide the

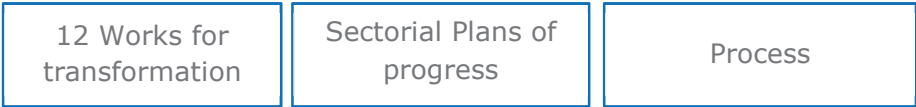
Group: NTN-SNR Europe has defined 6 strategic priorities that will guide the Group in achieving its ambitions by 2025.

PROFITABILITY
Generate profit, particularly for OEM activities
GROWTH
Concentrate resources in new markets / regions and the development of Automotive spare parts and Industry distribution.
FOUNDATIONS
Give priority to the basics of management and finance.

6 STRATEGIC PRIORITIES



The strategic plan **TRANSFORM2017** comprises 3 pillars that together will contribute to its success:



Pillar 1: 12 transformation projects

12 major projects that will engage us in a genuine transformation meeting our strategic priorities.

One example of a transformation project, a powerful symbol in our CSR process:

“A successful outcome of the Take Off plan for the Aeronautics sector”, by implementing the Factory of the Future (see article on page 17)

Another project: Talent management at European level.

Pillar 2: sector-based improvement plans

All sectors in the Europe area must work on a 3-year improvement plan that contributes to:

- our key strategies
- achieving the objectives that concern them

Pillar 3: specific particular of certain processes



All the group's companies have a set of processes that support the quality system and are the foundation of our expertise.

For NTN-SNR:

We have selected 11 Enterprise Processes (out of the 26 existing ones) in line with our ambitions and key strategies; Directives governing each of these processes have been defined and set for 3 years; they will be particularly monitored by Management.

This approach will be progressively deployed in all the companies.

These 11 processes include:

- The environment management system
- The “Managing human resources” process

These 2 processes involve CSR initiatives that are explained in detail in the “Social Responsibility” and “Environmental Responsibility” chapters of this report.

Our commitment

In a world of growing demands, increasing risks and greater expectations on the part of our key partners, it is essential for our continued success that we maintain an exemplary, responsible and confidence-inspiring professional approach.

NTN-SNR's identity is forged around strong, concrete and shares values: **performance, proximity, team spirit, respect and professionalism**, these are the values that have sustained us for nearly 100 years. Both individually and collectively, the commitments we undertake have real meaning: the commitment to listen to and do our best for the people we work with, live with and act for.



With You

With You, a collaborative and responsible spirit

NTN-SNR's human and technological heritage contributes top its corporate culture, is characterized by proximity and commitment. The European teams develop specific solutions to anticipate and make a success of their customers' forward-looking plans on strategic markets. They partner their challenges in a spirit of dialogue and mutual progress.

This sense of partnership also guides the company's social and environmental approach. Our transparent relations with customers, suppliers and partners are underpinned by a code of ethics based on respect and responsibility. All our production sites are naturally ISO 14001-certified. Beyond that, our research work creates eco-bearings that cut greenhouse gas emissions, energy consumption and production raw materials. Our engineers also take up the technological challenges of wind and solar renewable energies.

NTN-SNR's humanistic and responsible values

Social responsibility finds expression at several levels, in particular:

- The development of “win/win” relations with you, our customers, suppliers and partners. Healthy, transparent relations based on communication, the sharing of experience, respect and professionalism.
- The further development of the skills of each of our employees so that we can be at the forefront of our sector.
- All NTN-SNR's employees' due observance of the Code of Ethics, which guides us on a daily basis so that we act in a responsible and humane manner. NTN-SNR is committed to the well-being of its workforce and ensures that working conditions are not detrimental to health and that all necessary measures are taken to guarantee the safety and protection of personnel.

These fundamental principles reflect the way we wish to conduct our relations as part of our group, our markets, and our environment. NTN-SNR is committed to respecting applicable national and international legislation in the fair and honest conduct of its business.

The challenges of social responsibility

Conscious of current social challenges and demands, and considering the company's social responsibilities as a means of reasserting its identity and strengthening its cooperative commitments, NTN-SNR Roulements has done its utmost to provide a sincere and clear vision of its activities and commitments in terms of corporate social responsibility, a concept that forms an integral part of the company's strategic plan. It is crucially important to measure the impact of our actions. This is why it is vital to improve the indicators and reporting relating to these various issues:



- Improving the company's performance and the sustainable development strategy and facilitating the dialogue with stakeholders.
- Reducing and managing waste.
- Reducing environmental impacts by implementing strategic action plans such as ecodesign and energy savings.
- Encouraging suppliers, customers and colleagues to adopt ethical, responsible principles.

NTN-SNR's social responsibility strategy started in 2013 with the creation of a CSR Committee and the appearance of the first CSR Report which was published together with the company's management report in June 2014. This report is therefore the third NTN-SNR Corporate Social Responsibility report.

Prime movers

The comprehensive nature and relevance of the approach is assured by a groupwork-oriented methodology. A CSR Committee mobilizes the NTN-SNR Group's activities in the field of social responsibility and ensures that they are encouraged and strengthened. It draws up systematic action plans and CSR policies and considers CSR-related questions in all sectors.



The CSR Committee comprises 7 persons from the relevant sectors: purchasing, environment, business ethics and social affairs (training, safety, human relations).

A Management Committee determines Group policy in matters of social responsibility and promotes, disseminates and applies it within the Group. It also deals with questions referred to it by the CSR Committee.

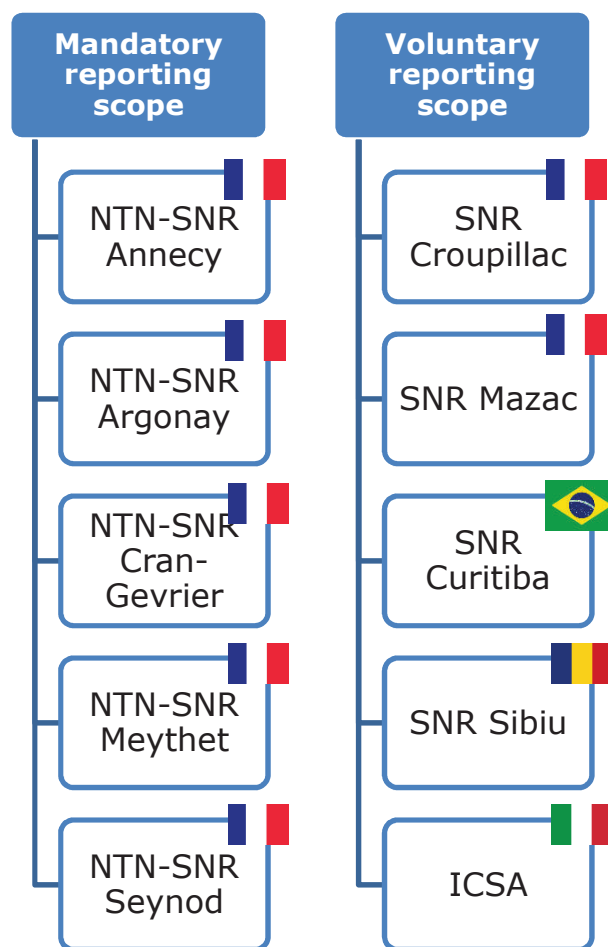


Reporting scope

This report provides consolidated information on NTN-SNR ROULEMENTS and all its subsidiaries to help monitor developments within the Group and combine the resources and stability of its head office with the flexibility and local vision of its subsidiaries (subject to justified exceptions). This year we have not observed any changes compared with the prior period.

The production sites in Germany and Morocco share no or only very little information with our head office. They are therefore not included in the reporting scope for 2015. Similarly, the commercial subsidiaries are of little relevance for the purposes of this report since their activity has only a negligible impact compared to the nature of our production activities. There are no plans to include them in the reporting scope in the short term, although this has not been definitively ruled out.

NTN-SNR Group



This report covers 90 % of the employees of the NTN-SNR Group and its subsidiaries. 100 % of the statutory scope is covered

Each sector has chosen a position in the consolidation scheme in the light of the services it offers, as indicated in the diagram below. Each sector collects the data applicable to its scope via the central function data contributors in the case of NTN-SNR France and directly on site in the case of the overseas sites. Inter-site data is consolidated directly in the data input software (Tennaxia).

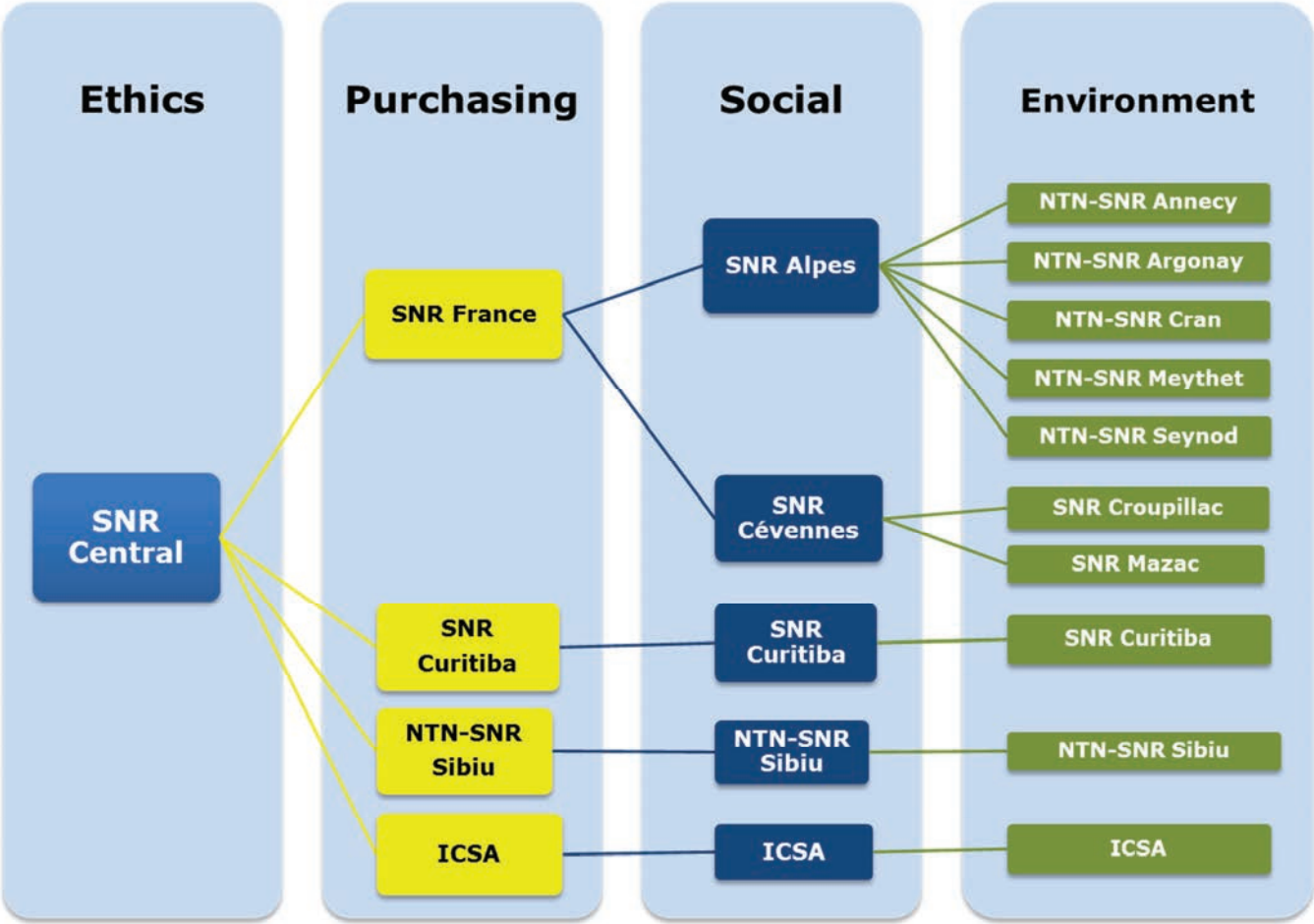
Reporting period:

This report presents the data observed during the 2015 fiscal year ending 31 March 2016 (01/04/2015 to 31/03/2016). However, the social data for the Alpes, Cévennes and Sibiu scopes sites is an exception; it is still based on the calendar year, so that it can be compared with reports already published on the basis of the same data (for example, social report, training plan), and which must, as provided for by law, coincide with the elapsed calendar year (01/01/2015 to 31/12/2015). Please note however that there were no significant events in the social domain during the period from 01/01/2015 to 31/03/2015.

The indicators used to comply with regulations have been taken from the Global Reporting Initiative (GRI). The correspondence between these indicators and those used in the GRI is indicated in the appended equivalence table. This appendix complements and provides further details concerning the data taken from the statutory text, which is not presented in this report.

Updating of the data:

In order to check the accuracy of the data taken from CSR reporting, “source” files were created to record the source or references of the collected data. In 2015, the data collection files were adapted to ensure that all the sites completed the same questionnaires. In cases where certain data derived from French regulations are not applicable to all the overseas sites, data corresponding to the relevant jurisdiction is provided if equivalent regulations exist. For the first year, the Curitiba and Sibiu sites completed the questionnaires themselves.

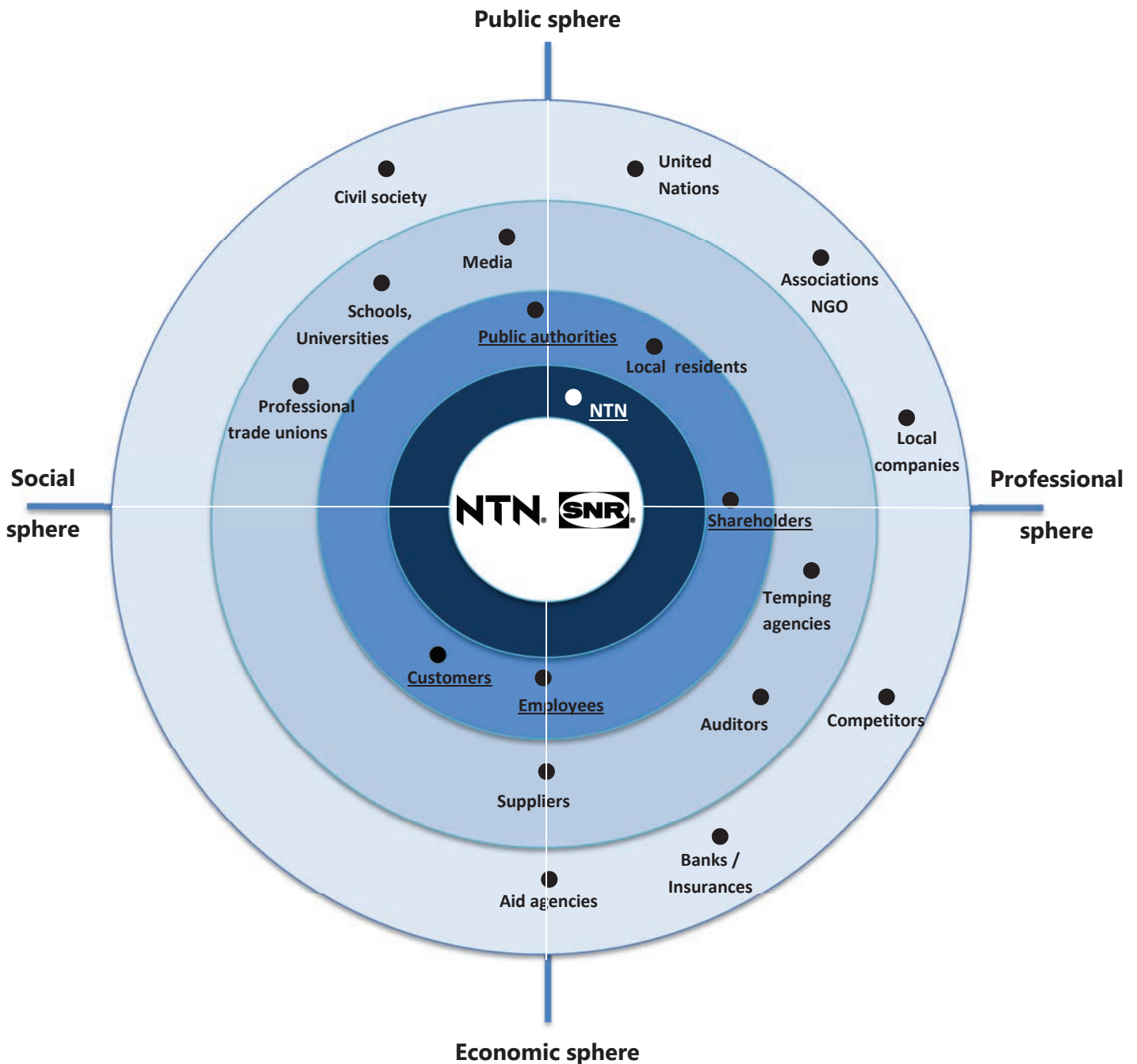


Above figure: Internal organization for data collection

Our stakeholders

NTN-SNR has identified its stakeholders with a view to forming lasting and trustworthy relationships. We undertake to consider all identifies stakeholders and understand their expectations.

Our 4 keys stakeholders are our shareholder, our customers, our employees and the authorities. We maintain dialogue with these strategic partners via the Climate Club, the DREAL, the Prefecture, via NTN directives, and we are starting to think in depth about a more appropriate communication mode with our employees.



Global Compact



NTN Corp signed the Global Compact in March 2015. This United Nations initiative aims to encourage companies to adopt a socially responsible attitude.

So it is essential for NTN-SNR to embrace this initiative, in order to adopt a common vision with our shareholder on these issues of paramount importance. In concrete terms, endorsement of this charter implies compliance with 10 principles divided into 4 categories.

Human rights

- 1) **NTN-SNR** undertakes to promote and comply with international law on human rights in its sphere of influence;
- 2) **NTN-SNR** ensures that its own entities are not party to human rights violations;

Employment law

- 3) **NTN-SNR** undertakes to respect freedom of association and recognize the right to collective bargaining;
- 4) **NTN-SNR** undertakes not to have recourse to any form of forced or compulsory labour;
- 5) **NTN-SNR** undertakes not to have recourse to child labour;
- 6) **NTN-SNR** undertakes to eradicate discrimination in matters of employment and occupations;

Environment

- 7) **NTN-SNR** undertakes to adopt a precautionary approach to environmental problems;
- 8) **NTN-SNR** undertakes to take initiatives promoting greater environmental responsibility;
- 9) **NTN-SNR** undertakes to favour and propagate environmentally-friendly technologies;

The fight against corruption

- 10) **NTN-SNR** undertakes to fight corruption in all its forms, including extortion and bribery.



NTN CSR Global Meetings

Our CSR approach mirrors a strong commitment on the part of our Japanese shareholder NTN. A CSR service based on Osaka (Japan) closely monitors the measures put in place by the subsidiaries.

Once a year a global CSR meeting decides on directions in this respect.

We thus work closely with Japan HQ with a view to harmonizing our approach. Several tools enable this globalization, such as a database that stores all the social initiatives in place in the Group's different entities.



Site	FY	Category	Activity Summary	When?	Cash Only	Photo	Awarded	With NPO	Regular	Currency	Rate
NTN USA Corp											
INCO (sales)											
INCO											
NTN-POWER											
NCA											
NTN Manufactura de Mexico, S.A. de C.V.											
SPS											
T&E											
PTI NTNBEARING INDONESIA											
NTN											
NTA											
SNR											
Summary											
By Where to contribute											
By Site											
By FY											
Site List											
About Database											
Using Database											
Helpdesk											

This database is fed by all the subsidiaries and collated at HQ level.

This year NTN is organizing the monitoring of 12 key performance indicators by its subsidiaries. These purpose of these indicators is to measure the overall performance of the subsidiaries on a number of themes.

NTN Corp. for instance monitors the number of suppliers whose commitment not to use conflict minerals or child labour has been verified.



Our CSR performance

Partnership with EcoVadis



We work closely with the EcoVadis discussion and assessment platform. This online platform is an interface between customers and companies for sharing and issuing information on social responsibility.

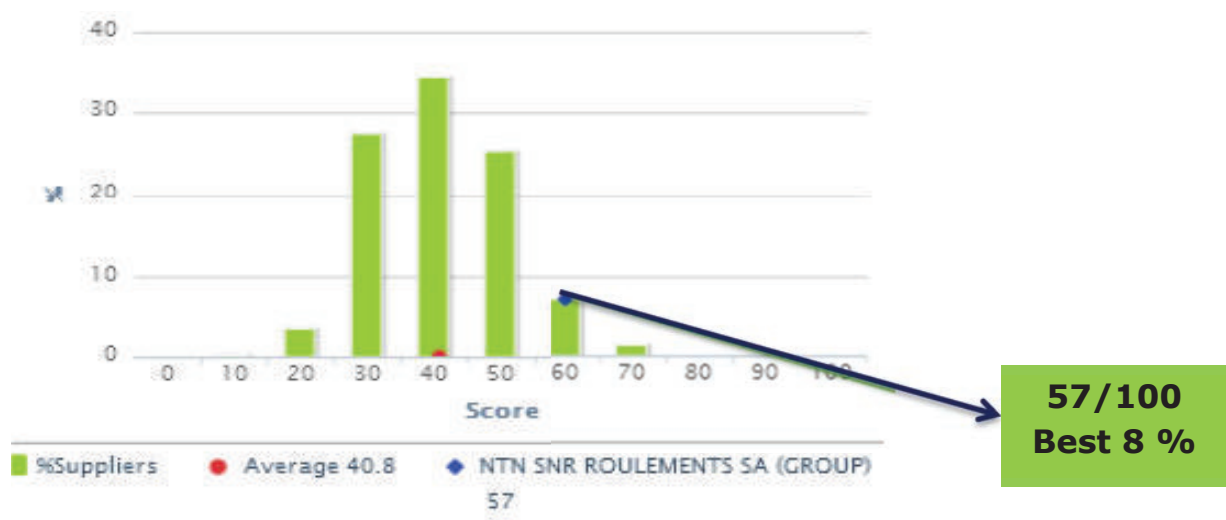
For instance, we complete an annual questionnaire to assess our CSR performance. For our last assessment we scored **57/100**, putting us in the **top 8 %** of companies assessed in our industry segment. We were awarded a silver medal and are listed as a “confirmed” supplier in matters of CSR.

What our rating matches in the EcoVadis framework:

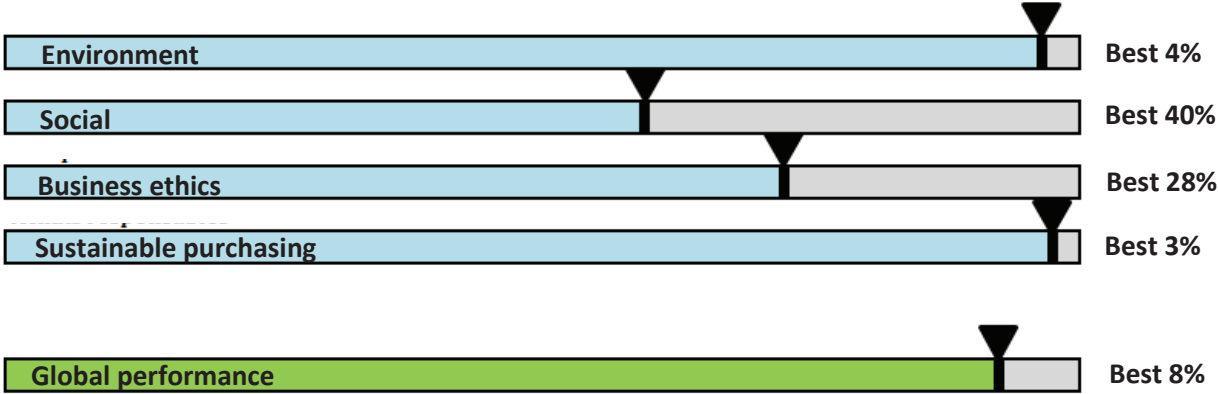
57
/100

- Structured CSR approach
- Tangible commitment and action in the main areas
- Elementary reporting on implementation/indicators

We were also well rated in the “environment” and “responsible purchases” categories and are respectively in the **top 4 %** and **top 3 %** of assessed companies



Our CSR performance compared with companies in our industry, from the EcoVadis standpoint:



Having an objective view of our approach is a way of underscoring areas for improvement. So we take into account remarks and suggestions made in this respect with a view to improving our score from one year to the next.

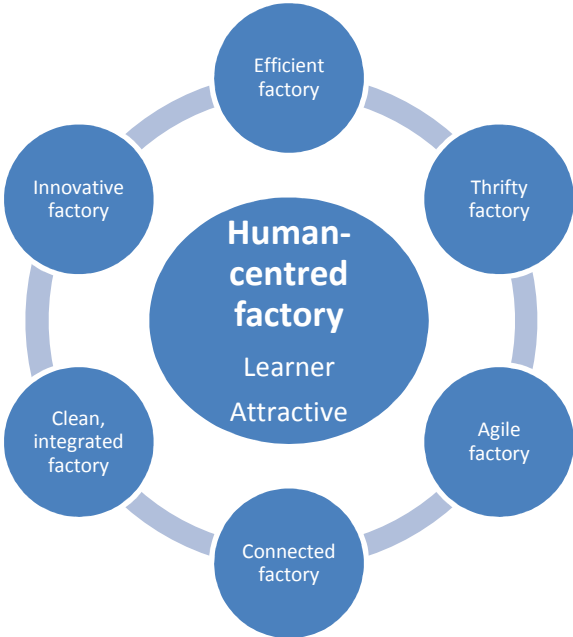
The factory of the future

NTN-SNR has constructed new buildings on its sites of Alès and Argonay as part of the development of its Automotive and aeronautics offering. These plants will be fitted out in an innovative manner within the framework of the "Factory of the Future" project.

How have these factories of the future been conceived?

We started by defining our vision of the "Factory of the Future": this is a key stage, because all projects need a guiding principle. We retained: "Believe in ideas to construct major projects". Because we want to set very ambitious goals aimed at achieving a "breakthrough" by being very innovative in our ideas.

Our prime objective is that of the Human-centred Factory, which is meant to be attractive and instructive for our employees.



In concrete terms, what solutions have been selected?

Let's take the example of the "Innovative Factory": we applied our solutions in our products (3rd generation bearings), in our processes (robotization of the machines, face spline, post-processing) and working conditions (physical and cognitive ergonomics, continual improvement in production, etc.).

- ➔ The "Factory of the Future" is a part of the project "Take-Off". The new building of Argonay, dedicated to the aeronautical components, is an experimental site.



'TAKE-OFF PROJECT'

AN **INNOVATIVE** PROJECT SERVING THE FACTORY OF THE **FUTURE**

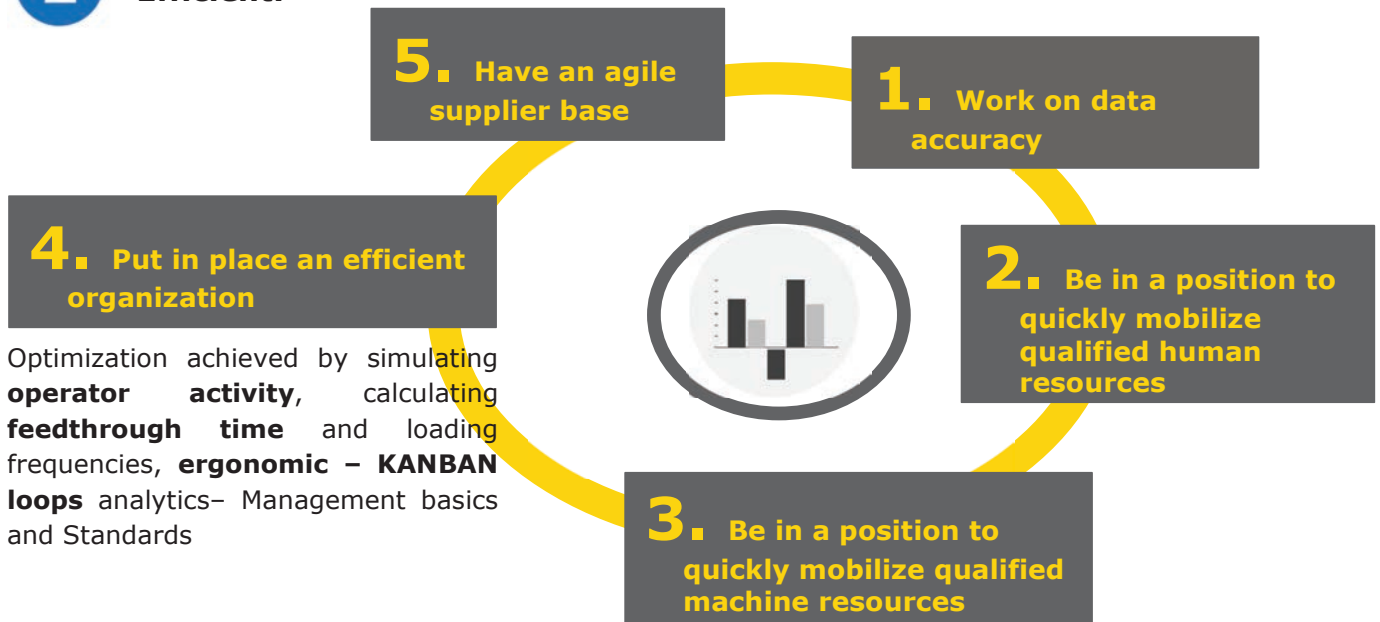


For the Take-Off project, intended to improve our performance in bearings for aeronautics, NTN-SNR has conceived "the factory of the future". The leitmotif of the project is the "Human-centred factory".

6 interrelated themes have thus been defined:

1 Flexible: Be able to boost effective production capacity while being more responsive to non-conformities (= quality and cost control).

2 Efficient:

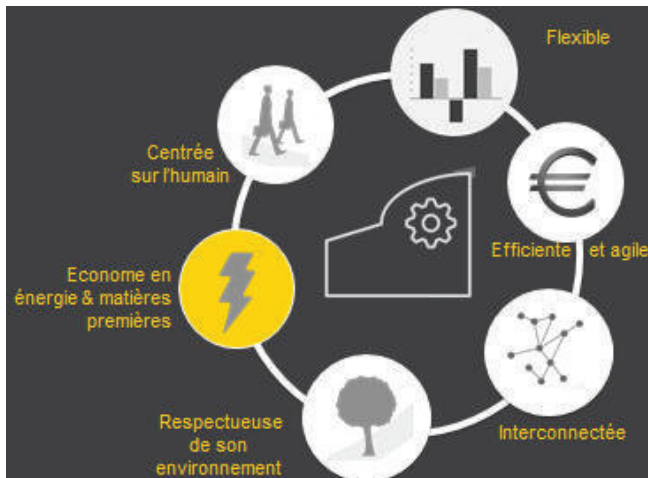


3 Interconnected: Put in place modern, safe and efficient machine interfaces. Mobilize the technology to convey information.

Manufacturing Execution System

0 Papers

4 Frugal with energy & raw materials:



An energy-saving building

- Efficient heat insulation of the building
- Automatically operated lighting in communal rooms
- Controlled software-assisted lighting in workshops and offices
- Natural low-energy lighting (LED)...

Energy-saving machines

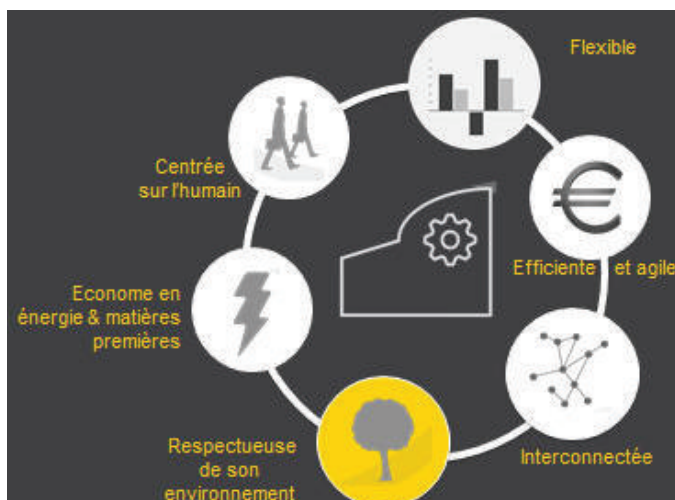
Processes that use fewer raw materials

+ Energy use monitored for each machine **-52 %** matter used

Controlled and monitored energy consumption fully reflects our sustainable development policy, as attested to by our ISO 50001 certification. Besides automated lighting and water in the locker rooms, washrooms and canteen, daily monitoring of our consumption will be put in place. This should help swiftly detect a leak or overconsumption and thus react sooner to prevent waste and unnecessary expense.

5 Protecting the environment:

Protecting the environment requires us to factor in the plant's potential impact on the environment.



Exterior environment:

The main aims are:

1. Protect the **water table**, with:
 - A seepage basin to limit the run-off of rainwater
 - A gate upstream of the basin to trap accidental pollution
 - An oil separator to treat water run-off from roads and car parks.

2. Protect **the neighbourhood form noise pollution**:

- Exterior air treatment devices are fitted with sound suppressors
- The outlets are angled inwards towards the site.

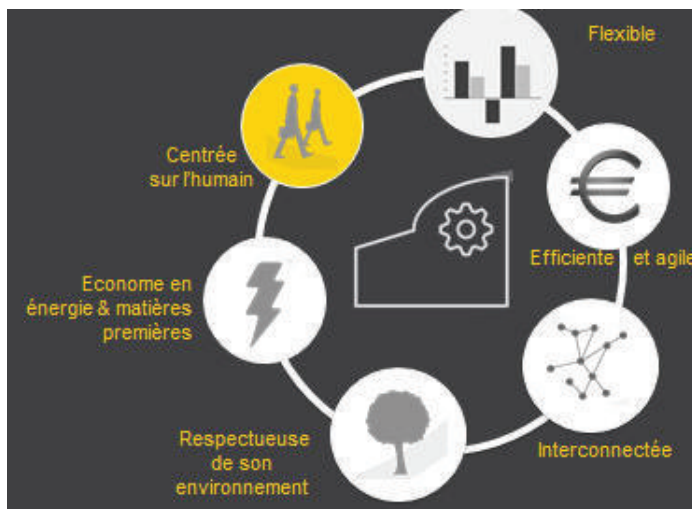
3. Cut **VOC emissions** and the use of harmful substances.

Interior environment:

In a production context where the workshop temperature must be controlled, with the aid of powerful software we have installed a **hot/cold** air regulation system that diffuses air at low speed and floor level.

Acoustic ceilings have also been installed to limit the noise.

6 Human-centred:



Up to 240 hours' training per operator

Informal rest room

Cognitive ergonomics

Physical ergonomics

Make operators self-reliant


The factory of the future is meant to be human-centred. This presupposes the presence of warm and welcoming rest rooms. Ergonomics is a key challenge: everything has been designed to avoid operators having to handle parts weighing several tens of kilos. Training is also central to this project: all operators are given up to 240 hours of training, thereby fostering self-reliance and double competence (production and metrology for instance). Lastly, procedures will be standardized and tools easily accessible, to increase swiftness of action and reduce arduousness.

20 Full-time equivalent **technicians and engineers...**

...are working on this project



The factory of Argonay and the new building



«We respect the diversity of our employees and we try hard to build a safe workplace.»

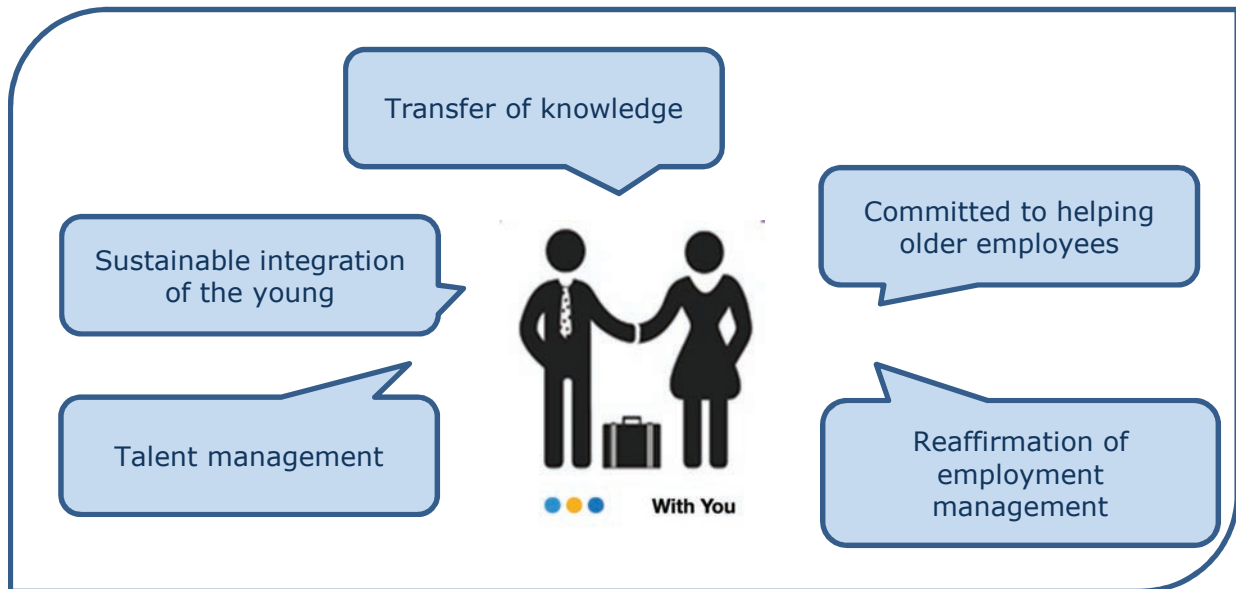
SOCIAL POLICY



With You

Social Policy

NTN-SNR wishes to protect and ensure access to jobs for all workers, irrespective of age, gender and level of qualification, by encouraging transfers of knowledge and skills between employees.



NTN-SNR ROULEMENTS: Largest private employer in the two Savoy departments

The NTN-SNR Group operates in a number of employment catchment areas through its various sites, particularly in France in Annecy and Alès. NTN-SNR ROULEMENTS is the largest private employer in the two Savoy departments. That accounts for several thousand direct and indirect jobs in all occupational categories.

Abroad, NTN-SNR is mainly established in Romania, Italy, Brazil and Germany. In France, NTN-SNR has for many years worked closely the sheltered employment sector in both the Annecy region and Alès.

462 RECRUITS on permanent and fixed-term contracts at Group level in 2015.

4 out of 5 SIGNED in 2015 are permanent employment contracts.

'We have hired 58 executives, 168 technicians and 236 workers. 124 of these new employees are women.'

Training and skills development policy

Proportion of the wage bill devoted to training at the Alpes sites

6.13 %

Amount allocated to in-service training for the entire Group

€6.7 million

Training policy

189,258 hours

Time devoted to training for the entire Group

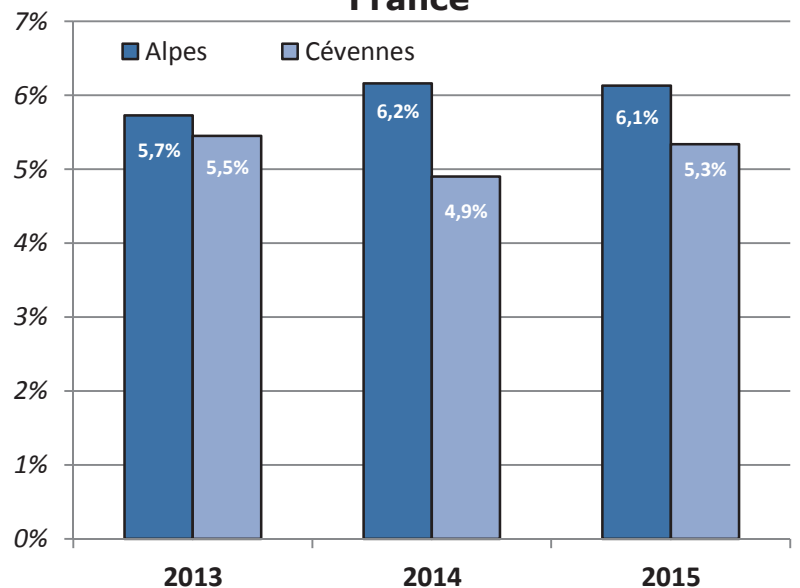
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Number of Group staff benefiting from a promotion (moving between entities)

Training activities during 2015 were extremely extensive due to the high level of recruitment during the year. More than 100,000 hours of training were administered at the sites as well as for the teams at head office. The focal point of the training plan administered at NTN-SNR Alpes was placed on familiarization training for new employees, which represented roughly half of the total hours in the 2015 training plan (the proportion of time allocated to individual training plans was greater than in the previous years), as well as on training projects detailed below.

Over 90 % of the company's workforce received training in 2015.

Proportion of the wage bill devoted to in-service training at the sites in France



The Labour Relations Quality programme continued in 2015, and a module on the Code of Ethics was designed and rolled out: this year, 22 employees completed this training module. The most commonly addressed subject areas were:

- training for new recruits
- technical training and advanced occupational training
- Safety
- Quality

For many years, NTN-SNR has been developing an internal training policy. The main elements of NTN-SNR's training policy were the same as in the previous years, with training courses designed to assist newly recruited personnel and training plans relating to the acquisition of new skills.

Training for mobility (new employee or internal mobility) makes up roughly half of training hours. The recurrent subjects are still languages, management and above all the technical fields. A new training course entitled "Production Agent" was started. Operational excellence in "project management" continued to be deployed. Quality and Safety basics still represent a high proportion.

The company also gives personnel working in the production facilities but without any higher qualifications in mechanical disciplines the opportunity to study for a CQPM (Certificat de Qualification Paritaire de la Métallurgie / Equivalent Metalworking Qualification Certificate) and also offers engineering training for employees, technicians and supervisors (this year, 24 operators were awarded a CQPM).

Internships and work-study programme: two pillar of the recruitment policy

NTN-SNR ROULEMENTS shows its commitment to young people by offering a comprehensive programme of internships and work-study apprenticeship contracts. Every year the company offers more than 150 internships and 50 work/study apprenticeship contracts. We voluntarily adopt a policy, organized by our Human Resources department, that respects our legal obligations and enables trainees and apprentices combining work with periods of study to learn their future occupation and acquire professional experience in a



working environment. An extremely wide range of traineeships is available. This reflects the variety of profiles we are looking for in the light of the diversity of occupations practised within the Group. In recent years, the number of work/study apprenticeship contracts offered by the company has increased (rising from 15 to over 50 young people per year). At the same time, we want to create and maintain strong relations with teaching establishments (engineering colleges, technical and professional academies, university technical faculties). The students we welcome today may one day be job applicants, customers or suppliers.

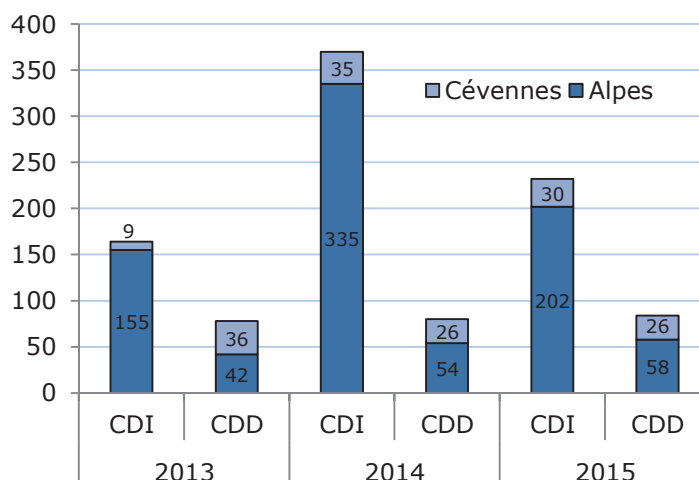
JOBS: A GROWING WORKFORCE

For many years, NTN-SNR has defined a Human Resources policy to underpin the overall enterprise strategy. This HR policy is based on an employment management approach that consists not only in ensuring the availability of the required personnel, in terms both of numbers and of qualifications, in the sectors needing more employees, but also in planned personnel management approach that encourages the development of expert skills, occupational mobility and internal promotion.

In terms of recruitment, 2015 was marked by appointments in all occupational categories (373 permanent contracts) and a high level of training (more than 100,000 hours of training). At Group level, 51 % of recruitments were for manual positions and 36 % were for employees, technicians and supervisors.

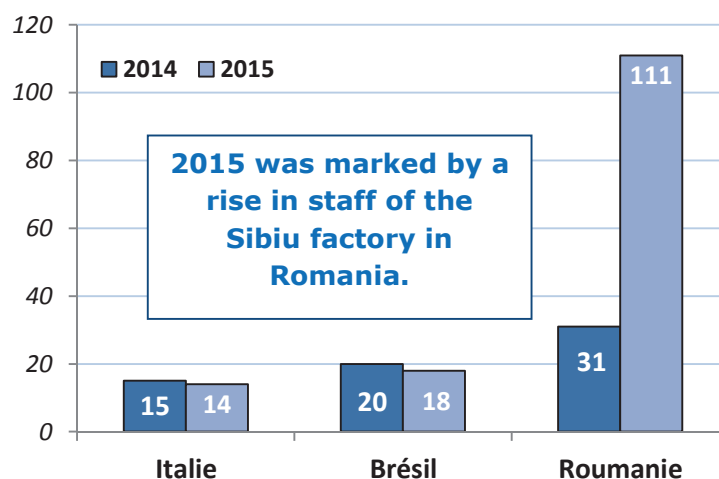
These recruitments were made to support development projects and significant activities undertaken by NTN-SNR ROULEMENTS in a context of very low turnover.

Recruitment on sites in France



CDI : permanent employment contracts.
CDD : fixed term contracts.

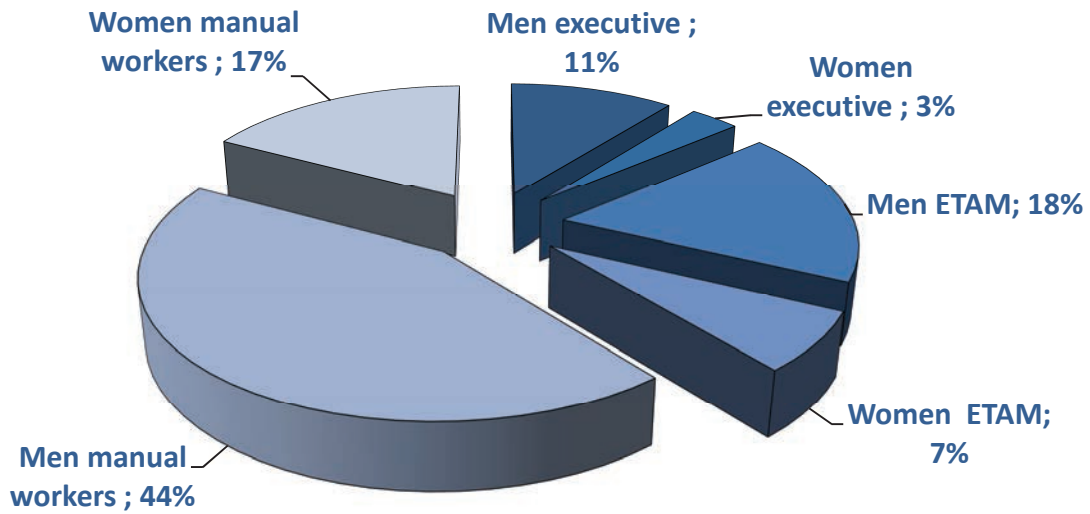
Recruitment on foreign sites



Breakdown of the Group's workforce (excluding temporary workers)

HEADCOUNT IN 2015	ICSA (Italy)	NTN-SNR Alpes	NTN-SNR Sibiu (Romania)	SNR Curitiba (Brazil)	SNR Cévennes	Total	% of Group
Permanent-fixed-term employees	203	2,844	692	147	414	4,300	94%
Trainees	2	153	0	6	39	200	4%
Work-study contracts	0	59	3	0	10	72	2%
Total	205	3,056	695	153	463	Group headcount	
% of Group	4%	67%	15%	3%	10%	4 572	

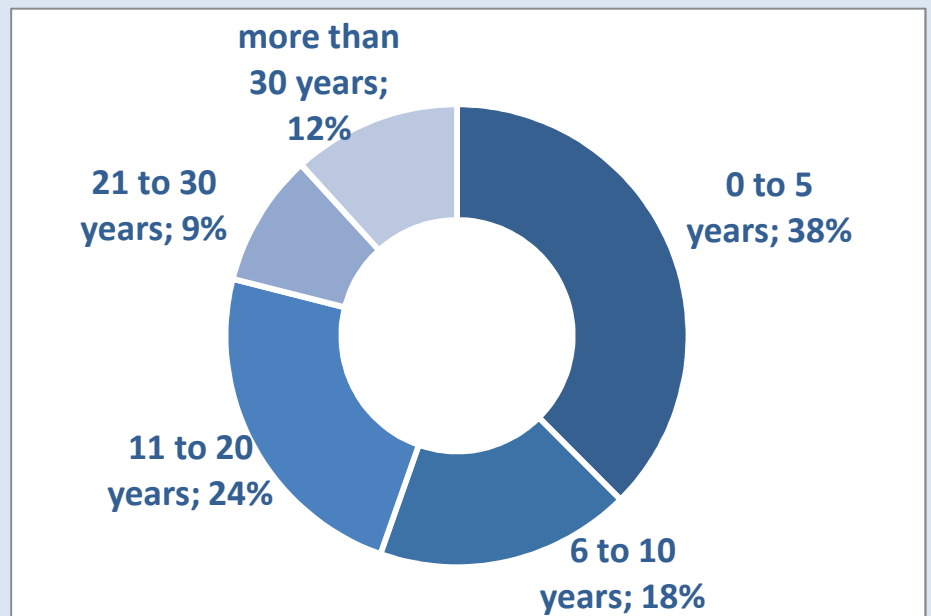
Breakdown of permanent/fixed-term employees (Group)



ETAM: Employees, Technicians or R Supervisors



Breakdown of Group employees by length of service



OCCUPATIONAL HEALTH AND SAFETY

Safety, a shared commitment

Safety is one of the Group's key values and a priority of company policy. In this context and in full awareness of these obligations, the directors and senior management of NTN-SNR Roulements take all measures necessary to ensure safety and protect the health of their employees and, more generally, anyone called on to work within the company.

A Code of Safety for the control of risks

Familiarization activities, training events, respect for the rules, collective and individual protection mechanisms and equipment, as well as feedback regarding any malfunctions, make it possible to control risks and work in safety. A Code of Safety, a vital tool for accident prevention within the company, has been drawn up to help control risks and prevent any mistakes that could jeopardize the well-being of anyone performing activities within the company and cause accidents.

Health and safety policy and management system

The approach to preventing workplace accidents and occupational illnesses at NTN-SNR Roulements is based on a Safety Management System (SMS) together with the company's safety policy. This SMS is subdivided into five major elements:

- The Safety Manual
- The Audit Guide
- The Labelling Process
- The Audit Matrix
- The "Who does What"

NTN-SNR is committed to making the issue of safety and working conditions one of its key values and a priority in its company policy, in order to sustain its track record.

The work undertaken in order improve safety must:

- be performed using the Plan, Do, Check, Act schema;
- be subject to continuous improvement (for example: achieve the group's objectives in terms of safety indicators, permanent compliance with the Safety Manual, etc.);
- be consistent with safety basics.



Quality-certified Safety Management Systems

The Group's various sites are engaged in a "Health, Safety & Working Conditions Management System" quality certification process renewed every 3 years, awarded subject to an audit conducted by an external organization on the basis of NTN-SNR's SMS framework.

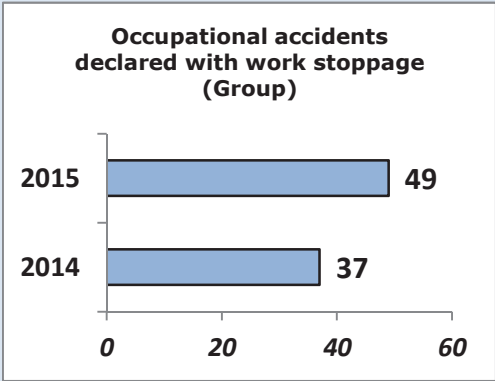
Improving employee health

The improvement of working conditions is therefore one of the key elements in NTN-SNR's human resources management policy. It is therefore within this framework and in accordance with the national interprofessional agreement of 2 July 2008, which was signed by all the trade union organizations, that NTN-SNR acts for the prevention of psychosocial risks.

Seven occupational illnesses are recognized in France: primarily MSDs (musculoskeletal disorders). Numerous jobs have been reassessed by the ergonomics service and various projects were undertaken this year.

Workplace accidents

2015 saw an increase in the number of lost-time accidents compared with 2014. Measures are currently being undertaken to improve ergonomic considerations both at the level of machine design and as a remedial action at existing workstations.



Psychosocial risks

We organize training on Quality of Relations at Work for managerial staff, medical (and safety) staff, elected members of the Health & Safety Committees and employee representatives. In 2015, 22 employees received 308 hours of training in these subjects.

Supplementary health insurance

Within the framework of the enterprise agreements signed with its social partners, the company has set up an obligatory complementary health insurance scheme that applies to all personnel as well as an obligatory life insurance scheme that also applies to all employees and covers the risk of incapacity for work, invalidity and death. These schemes are financed by employees' and employer's contributions as well as by an amount paid by the Works Council. Talks with management and labour have significantly improved social security cover and company participation. Agreements were signed on 30 October 2015.

The management of the company's ERGONOMICS approach.

NTN-SNR is committed to making Safety and Working Conditions one of its key values and a priority in its corporate Safety policy.

The improvement of working conditions is therefore one of the key elements in NTN-SNR's human resources management policy. This involves the deployment of an ERGONOMICS process structured around two areas addressing the needs of two important corporate processes:

- **Corrective ergonomics:** relates to the Produce and Deliver process. The aim here is to propose improvements to existing resources/organizational structures on the basis of an analysis of the operator's activity.
- **Design ergonomics:** relates to the New Resource Provision process. A forward-looking study of the operator's activity is performed in order to direct investment projects towards solutions that are consistent with ergonomic standards.

The individuals tasked to manage this initiative:

- **A central ergonomist in charge of:** structuring the approach and the associated documentation, managing discipline-specific skills; group-wide coordination within each individual discipline; liaising with the Safety/HR and Medical departments, reporting to the Management Committee
- **An ergonomics liaison officer in the Resource Development department,** responsible for providing assistance to the investment project teams with regard to ergonomics; conducting a provisional analysis of operator activity in order to define line architecture.
- **An ergonomics liaison officer at each production site** (9 individuals working on a time-sharing basis) responsible for rating the working situations at his or her site and making recommendations; maintaining a record of the site's ergonomic configuration; acting as the contact person for the project teams working on the introduction of new resources/installations; and coordinating the multidisciplinary Site Ergonomics Group (SEG) in order to prioritize the year's measures and monitor their progress

Tools used to assist in ergonomic development:

- **The Tools:**
 - ➔ Method: specifications/standards, workspace rating tools, assessment of the conformity of new resources, etc.
 - ➔ Training: training modules (managers and technical/methods teams)
 - ➔ Communication: dashboard, indicators, etc.
- **Financial resources:**
 - ➔ An annual budgetary framework amount for corrective ergonomics as a function of the priorities at each site.

Ergonomics in a few figures:

(France + Brazil + Romania + Italy):

70 projects on ergonomics,
67 % of which completed in
2015

16 projects more
than in 2014

A budget of **€287,000**
allocated to the ergonomics
approach in 2015

9.5 % more than in 2014

95 people trained in
ergonomics in 2015
(67 managers and 28
technicians/design)
and

285 hours' training

19 % more than in 2014

The SKILLS approach

Since 2005 NTN-SNR has deployed a skills approach that consists in:

- Identifying jobs and making known the occupations in the 11 skills areas
- describing the key skills
- creating the related HR management tools (skills interviews, standard training plans, recruitment profiles and a chart of career paths).

The approach set out to **sustain** know-how **and capitalize** on expertise in the business lines on the basis of the key priorities in each value chain.

A company-wide agreement signed in 2013 described the methods and tools of the approach and initiated the projected personnel management plans in each value chain and shadowing.

Since 2015 NTN-SNR has accelerated the skills approach to include **all subsidiaries in the NTN-SNR group's reporting scope** in it (at the end of the business plan), create symbiosis with the Training and Employment policies, make the **action plans** genuine **drivers of performance, develop skills** and incorporate **future-oriented** thinking on skills areas and occupations.

The project now aims to **develop skills** and **anticipate developments** in the core activities.

Stretching sessions in the workplace

To reduce employees' muscular tension, the sites of Meythet (since 2009) then Cran-Gevrier (since 2012) have introduced warm-up and stretching sessions in certain work groups.

Over 30 people do 15-minute warm-up exercises every day before starting their work, then 2 hours later they do stretching exercises in informal atmosphere, which promotes understanding and coordination between employees. These exercises were repeated in a training session on musculoskeletal disorders led by the medical service and a physiotherapist.

A survey was conducted among 13 operators having at least 7 months' length of service concerning exercises at work. The survey revealed that stretching exercises have numerous beneficial effects in both physical and mental terms.

Benefactions expressed by employees

38% Physical relaxation

77% Moral relaxation

Over half of employees note their beneficial effects on the back and shoulders, and one third of them note their beneficial effects on the neck and hands.

→ A survey was realized in 2015

The views of two female operators:

"I was surprised that exercises are done at NTN-SNR, but in the end it's a good idea".

"Exercises help me relax physically and mentally".

RESPECT FOR HUMAN RIGHTS AND DIVERSITY

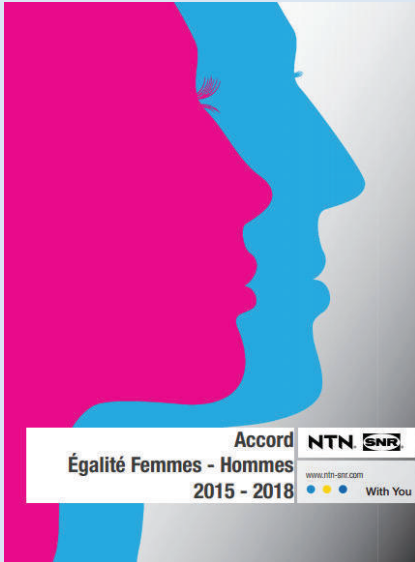
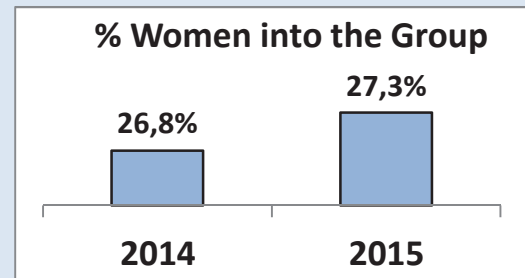
A non-discriminatory workplace

NTN-SNR is committed to creating a working environment free from discrimination in which all human rights are respected. We have set many objectives, include a commitment to continue recruiting people on permanent employment contracts. As provided for by the agreement on the "intergeneration contract", we are committed to recruiting on average 40 % of under-30s and 5 % of over-50s.

We are also committed to improving working conditions by encouraging part-time work for older personnel, flexible working hours at the end of their careers and more initiatives in ergonomics and job adaptation.

Evolution of the feminine staff

Women represent an increasing proportion of new NTN-SNR employees. Between 2014 and 2015, it increased by 0.5 %.



Gender equality

The gender equality agreement was signed by all the unions (CFDT, CFE-CGC, CGT, FO and SUD) on 19/11/2015 for a period of 3 years (at NTN-SNR France). This agreement sets objectives of progress and related measures regarding gender equality in the company.

It focuses on several areas for improvement such as hiring more women and achieving a better gender mix in our jobs, by promoting access to training for women, or guaranteeing equal wages and career advancement opportunities for women and men, etc.

Percentage of women in the Group's workforce (by category) :

23,1%
Female executives

27,5%
Female employees,
technicians and supervisors

28,3%
Female manual workers

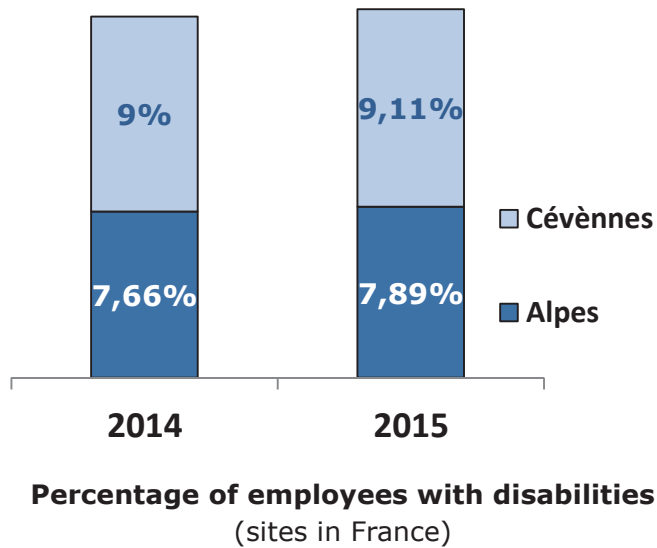
Foreign workers

Foreign workers make up 3.7 % of our workforce. We also take in staff as part of a repatriation process, in particular from Japan. We offer French lessons paid for by the company.

NTN-SNR supports its employees both in their work and in the education of their children.

At the Alpes sites, for example, the Works Council offers help for children: back-to-school expenses, Christmas presents, and holidays. Employees may also be offered financial assistance to contribute to the cost of childcare or home helps.

Promoting the hiring of disabled people



NTN SNR seeks to provide steady jobs for the disabled. We should point out that we have always complied with the legal requirement to employ workers with disabilities (the law of 10 July 1987).

According to the social audit realized over the period from January 1st till December 31st, 2015, disabled workers in France made up over 8 % of the reference workforce, therefore more than the legal requirement of 6 %.

The overseas sites are introducing awareness measures to encourage the provision of jobs for disabled workers and suitably adapted workstations are available to all personnel.

Continuance of employment for the over-fifties

The Provisional Employment and Skills Management agreement and Intergeneration Contract, which is valid for a period of three years, was signed on 30 September 2013 in order to improve the situation of employees approaching the end of their careers.

656 EMPLOYEES are over 55.

Intergeneration Contract

The aim of the Intergeneration Contract is to facilitate the integration of young people by giving them access to permanent contracts, to encourage the recruitment and retention of older employees and to ensure the transfer of knowledge and expertise. This agreement also helps ensure that targets in terms of workplace gender equality and a gender mix in the different occupations are met.



NTN-SNR incentivizes its human resources through dialogue with its social partners

NTN-SNR is highly committed to the quality of the dialogue

with its social partners because to improve individual and collective performance, it is necessary for all personnel to feel involved and to subscribe to the company's objectives.

To that end, NTN-SNR draws on:

- ❖ The skills and initiative of its employees;
- ❖ Individual mobilization on a daily basis;
- ❖ The responsiveness of all employees and the cohesiveness of their efforts.

Communications with employees take various forms, being conducted at either an institutional level, in the case of the social partners, or individually through more focused communications activities relating to professional knowledge, an understanding of how the company operates or our commitments in terms of sustainable development.

The bodies that represent the personnel at the Alpes site are the Works Council (WC), the shop stewards and the Health, Safety and Working Conditions Committee (HSWCC). Local and central union representatives and representatives of the Board of Directors also work at the Alpes site. At ICESA, three employees represent the personnel, including one employee who acts as safety representative. In Romania, six employee representatives, who are elected for a period of two years, ensure the dialogue between the workforce and management.

Three agreements were signed at NTN-SNR France in 2015:

- An amendment to the agreement on supplementary health insurance.
- An agreement on equal employment between women and men (referred to earlier in this report).
- An agreement on mandatory annual negotiations (Cévennes sites).

16

MEETINGS in the presence of the Works Council

60

MEETINGS in the presence of the shop stewards

53

MEETINGS in the presence of the HSWCC

5931

TIME OFF for Works Council duties

6270

TIME OFF for shop steward duties

105

TIME OFF for HSWCC duties

Enterprise committee

The enterprise committee (EC) actions of NTN-SNR join a social and united approach. This structure works thanks to a subsidy of the company at the level of 1,2% of the payroll. The challenge of the elected representatives is to adapt the actions proposed according to the evolution of habits and lifestyles of the employees.

Olivier Passerini, EC secretary :

« Concerning the Social and cultural activities of the enterprise committee, expectations of the employees are numerous (especially with young people) as well at the level of the leisure activities, the shows, the travels, the holidays in family and sport, without forgetting all the social actions and the services to the employees.

Numerous actions are already launched by persons in charge of committees to touch the widest public, while suggesting attractive prices and making so that the choices of the enterprise committee and the waits of the employees match at best.”

In concrete illustration, I shall quote:

- the new destinations of holidays proposed (with mobil homes) ;
- the novelties brought to the journeys and taken out (ex: Lyon Lights Show) ;
- the discounts negotiated with craftsmen and closeness storekeepers;
- the success of the Christmas celebration (see photo following page) which is thought of by a big investment of the elected representatives as the satisfaction of 1500 people among which more than 800 children and also this year a novelty with the choice of presents for children.

On the other hand, we wish to develop the communication with set of the employees with among others a new web site for the enterprise committee.

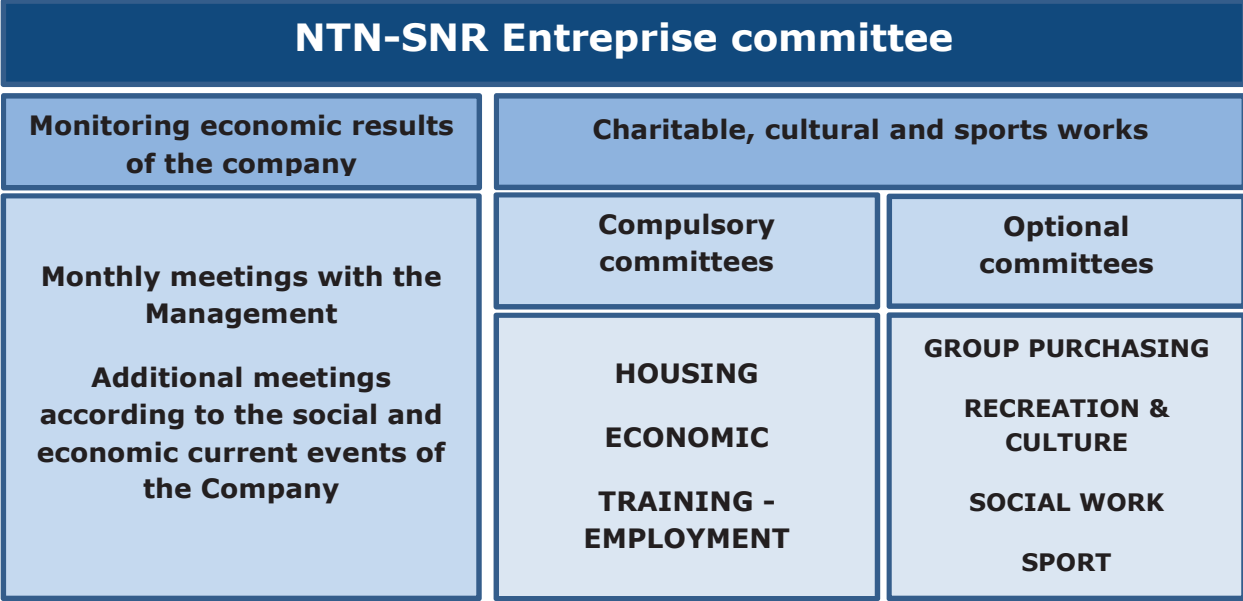
The “Charitable works committee” has for mission to accompany the important events of every employee’s life (birth, Christmas of the children, the holidays, the beginning of the school year) and also to help them in connection with our social worker in case of financial difficulty or of life's accident.

The “Sports committee”, organized in Sports Associations, included **20** sections (cycling, soccer, running, golf, body-building, ski, tennis,...) allowing the employees to practice physical activities with attractive prices.

The "activities and culture Committee" proposes regularly shows with preferential rates. It also has 9 sections (photo, video, fishing,...) and a subcommittee to organize the journeys and the releases.

The EC joined the Company to participate for the coverage of a part of the employee's contribution in the supplemental health insurance.

NTN-SNR EC organization :



Following picture : Christmas celebration 2015





Together / Ensemble / Zusammen / Insieme /
Împreună / 一緒に / Junto / **Вместе**

PARTNERSHIPS AND
SPONSORSHIP

NTN® **SNR**®



With You

Partnerships and Corporate Sponsorship

Visits to educational establishments and partnerships

Because NTN-SNR is unwaveringly forward-looking in its outlook and does all it can to raise awareness of the industrial world and its job opportunities, relations with educational establishments in 2015 were many and varied. Company visits give NTN-SNR the opportunity to present its operation and activities in detail to the pupils and students who will make up the workforce of the future. They are therefore also an opportunity to recruit future trainees and, perhaps, the employees of tomorrow.



Students on work placement thanks to partnerships with schools and universities.

We forge close links with educational establishments that are specific to the occupations we require (processes and industrialisation, maintenance, product R&D, logistics, quality).

NTN-SNR regularly organizes visits to its Alpes sites for local schools. In 2015, nine days of visits were organized and we welcomed a total of **192 pupils**. Every year, NTN-SNR supplies posters, catalogues and bearings to the schools in the region.

In 2015 NTN-SNR signed a partnership agreement with the Collège des Allobroges (La Roche-sur-Foron) as part of the "Jeunes Industrie" (Youth and Industry) initiative with the Chamber of Industry. The company welcomed 14 pupils on 3 dates to present the company and its products, show them round a production site and meet the people who work there.

Local partnership with traders

Regional traders have signed up with the NTN-SNR Alpes Work Council's Grouped Purchases Committee and are offering discounts to employees. There are representatives from every sector: cars and motorcycles, home and building work, domestic appliances/furniture, sport, wellness, food, toys and games, opticians, baby goods and restaurants

Participation in the blood donation programme



Every year NTN-SNR takes part in the blood donation programme sponsored by the Red Cross and other organizations. Blood donations are organized twice a year at the Anancy and Seynod sites, each time in 2 sessions 1 week apart so that workers on alternate shifts can be included.

Currently, there is an average of thirty donations per session, totalling roughly 256 per annum for NTN-SNR Alpes. NTN-SNR provides the energy, the premises and clears up afterwards.

In 2015
256
Donations

SPORT, A DRIVER OF CSR POLICY

NTN-SNR has opted to assert its values through different sports partnerships. The association of the company with sporting values is crucial: endurance, effort, a spirit of conquest, and performance



The Lake Annecy marathon

NTN-SNR has been sponsor of the Lake Annecy International Marathon since 2012. In 2015 the company backed 26 employees. NTN-SNR offered goodies to all the participants

The Lake Annecy triathlon

NTN-SNR has been sponsor of the Lake Annecy Triathlon since 2010. In 2015, 13 employees took part in one of France's oldest triathlons. Athletes come from far and wide to participate in this renowned event, which is greatly prized by spectators and participants alike due to its exceptional surroundings. It is also one of the major sporting events in the city of Annecy that NTN-SNR has decided to sponsor. The three disciplines (swimming, cycling, running) reflect the shared values of NTN-SNR and its personnel: endurance, effort and a spirit of conquest.



Corporate Games: "Team spirit, sporting spirit"



Since 2013 NTN-SNR has participated in the Corporate Games, the world's first intercompany multisports challenge, which has been held since 1988. In 2015, 171 employees represented NTN-SNR (87 in 2014). A 25 m² company presentation stand, advertising inserts, promotional items and a competition involving knowledge of NTN-SNR sustained the company's presence throughout the 3-day event.

The Corporate Games are also an opportunity to share moments of emotion, conviviality and solidarity to boost team spirit, on the field but also back at work!

Marathon des Glières

Every year NTN-SNR supports the Marathon des Glières, a cross-country skiing race that is popular in the region. More than 500 participants from Europe and even North America don a vest boasting the NTN-SNR logo. In 2015, NTN-SNR cheered on seven employees and offered some goodies to



the participants.

4L Trophy

NTN-SNR Vanves sponsors a team that takes part in the well-known 4L solidarity race from Paris to the Moroccan desert. The race took place from 18 to 28 February 2016 for the 19th year running



It was in a spirit of adventure and solidarity that Cyril and Laetitia set out from Biarritz on 18 February 2016 on a 6000 km trek to be completed in 10 days. In their 4L-R4 they drove all the way to Marrakesh in Morocco via Spain. NTN-SNR financially backed 4 teams in this event aimed at distributing school stationery to Moroccan villages.

Before taking up position on the starting line, the vehicle had to be prepared, an important and costly stage because the 4L receives rough treatment. NTN-SNR supplied wheel and gearbox kits, in addition to some school stationery. The aim of the journey is just to cross the finishing line, not necessarily to win. Cyril and Laetitia, respectively students at the Institut de Gestion Sociale and the Conservatoire National des Arts et Métiers de Paris, took part in this rally for the 5th year running.

NTN-SNR, support for Culture ...



"Fantastique" Exhibition!

At the Petit Palais (Paris)

In the autumn of 2015 the Petit Palais ran a Fantasy season through two major exhibitions of engravings.

One of them, "Kuniyoshi, the demon of engravings" featured nearly 250 engravings and paintings by the artist, mostly taken from a private Japanese collection. NTN-SNR sponsored this exhibition in conjunction with its parent company NTN Corp (JP) to support Japanese culture.

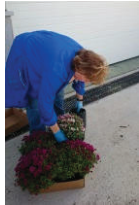
2016 will be put to good use to work out a veritable policy of Corporate Sponsorship, in accordance with the Group's philosophy.

Focus on SNR-NTN Sibiu (Romania)



Very involved in corporate sponsorship and partnerships, the group's Romanian plant organized numerous cultural, sports and solidarity initiatives in 2015.

Flower planting



Ten or so employees busied themselves planting flowers around the plant's open spaces, as they do every year in the autumn and the spring.



Cartoon Festival

The cartoon festival is held in Sibiu every year. NTN-SNR sponsors this event that promotes this art, in decline since the advent of digital.

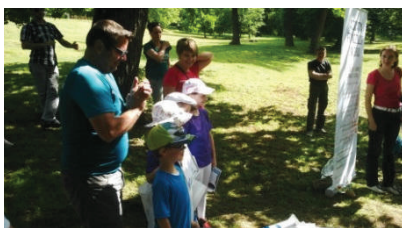


National Karaté Championship

NTN-SNR Sibiu has sponsored the National Karaté Championship, "Kyokushin Kai", for young people and adults for nearly 16 years.

France Business Club

Launched at the beginning of 2015 by the plant's manager, the Business Club France promotes exchanges between NTN-SNR Sibiu and the French-speaking economic entities. The aim is to facilitate the integration of sustainable development goals in the operation of the Romanian entity.



Open-air treasure hunt

Activities for children

NTN-SNR sponsors activities for children organized by the French Association of Sibiu. The aim is to foster team spirit and competition through recreational activities. Gifts offered by the company were given to the winners.



"A school with a difference"

NTN-SNR Sibiu received 60 children (aged 8 to 16) as part of a national programme that offers the possibility of visiting companies and pursue extracurricular activities. Through a discovery of the company, this programme aims to arouse vocations among the youngest. NTN-SNR Sibiu was able to present the world of Automotive bearings both to the children and to their teachers.

THE WALL OF RESPECT



For 3 years the Sibiu plant has pursued objectives set at the beginning of the financial year. During an "Improvement Plan Day" thinking is devoted to setting the site's targets in line with the Group's key strategies (and directives).

In 2015 this work was initially materialized by a focus group set up to work on the concept of respect, a theme that marked the whole year.

It developed 10 rules on respect, both between people and vis-à-vis customers, the product or even the environment. Line managers have been given visual and communication aids to be able to share these rules and concept with their teams

A meeting room has become the "Respect" room, featuring a wall converted into a write-and-wipe panel that employees have signed, undertaking to abide by the rules.

10 REGULI despre RESPECT

- 1 Salut! Îmi respect colegii de muncă și îi privesc în ochi când le vorbesc.
- 2 Ascult cu atenție! Respect dreptul la opinie, încurajez inițiativa, o susțin și mă implic constructiv în realizarea ei.
- 3 Vorbesc politicos, nu țip și nu jignesc.
- 4 Lucrez în echipă, respectând regulile și aplic decizia luată.
- 5 Respect modul de lucru stabilit și produsul. Îmi respect clienții și furnizorii, interni sau externi.
- 6 Muncesc pentru obținerea rezultatelor în timpul profesional iar organizația îmi respectă timpul personal.
- 7 Respect efortul fizic și munca fiecăruia și-mi ajut colegii la nevoie.
- 8 Respect securitatea mea și a celorlalți, eliminând situațiile de risc.
- 9 Îmi place să găsesc postul de lucru, spațiile sociale și mediul înconjurător organizate și curate și le las la fel pentru colegi.
- 10 Câștig respectul prin exemplul personal, aplicând regulile RESPECT.

NTN
With You



In Sibiu Plant, respect is considered as a foundation on which to build an efficient, coherent and rewarding entity.

«Our various charters and policies are working to maintain fair and reliable relations with our customers and suppliers.»



BUSINESS ETHICS



With You

Business ethics

The dissemination of the Code of Ethics forms part of our general desire for continuous improvement. In 2015, 30 additional managers in the Group were trained on this Code, bringing the total number of managers who have been trained on it to 345. Deployment will continue in 2016, the aim being to train 100 % of the managers.

What is NTN-SNR's Code of Ethics?

In a world of growing demands, increasing risks and greater expectations on the part of our key partners, our reputation and their confidence can only be maintained through exemplary, professional and responsible conduct.

Consistent with our values, the Code of Ethics was created in 2010. It describes our fundamental ethical principles and the way we wish to conduct our relations as part of our Group, our markets and our environment. It fits in with our overall approach to continual improvement.

The themes addressed by our Code of Ethics include protection of life, protection of group assets, environmental protection, legal and regulatory compliance, relations with partners, and prevention of fraud and corruption.

Protection of life

First and foremost, this takes the form of the physical protection of individuals thanks to the safety policy (see section on Safety). Through the prevention of discrimination in any form whatsoever, starting with recruitment and continuing on through the entire professional career. As well as through the protection of the employees' personal data.



And finally through respect for national and international regulations: freedom to join a trade union, prohibition of forced or child labour or conduct that contravenes human dignity, respect for indigenous peoples.

Compliance with laws and regulations on competition

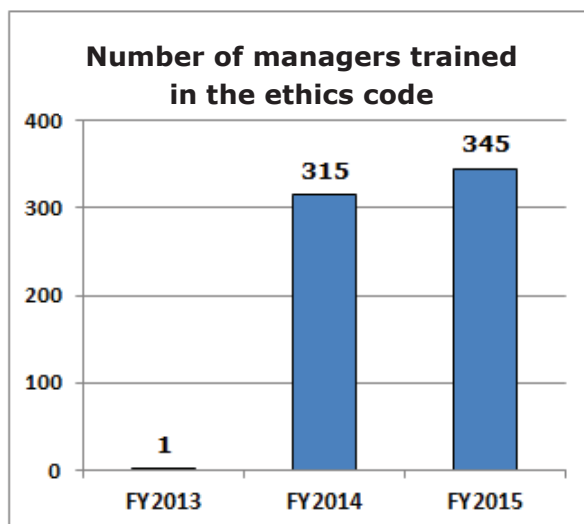
Over the last few years, NTN-SNR Roulements has been implementing a major 'antitrust compliance' programme. A specific procedure has been defined and a training programme set up, both in France and in all the other group entities. More than 500 individuals attended this training in 2013 and 2014. A number of surveys have been conducted in the form of online questionnaires. A dedicated progress plan is now defined every year.

Prevention of corruption

For several years, the fight against corruption has become increasingly globalized and has intensified thanks in large part to the strengthening of the legislative framework arising from international conventions and national laws. NTN-SNR Roulements rejects corruption in all its forms, whether public or private, active or passive. A formal corruption prevention procedure has been drawn up and a dedicated training module has been created. This forms part of the training in the Code of Ethics. A survey, which took the form of an online questionnaire, was conducted in February 2015.

Prevention of external fraud and cybercriminality

The "fraud" market is booming. More and more actors are involved and they are becoming ever more professional and innovative. This is unfortunately a deep-seated trend. And we must respond to it. Since 2010, we have observed a greatly exacerbated risk in this area. A risk prevention procedure has been drawn up and a dedicated training module has been created. A warning system has been implemented in order to disseminate instructions quickly in response to these new threats. E-mails are regularly sent to all members of staff containing a record of identified fraud attempts in order to raise awareness and remind them of the instructions to be followed in order to ensure vigilance.



98% of our managers are trained on the Code of Ethics

1450 Group employees have been trained on the Code of Ethics since 2013

Responsible purchases

The purchases of production are mainly realized by the Central functions (based to NTN-SNR Ancecy) for Europe. The factories themselves manage purchases of operational requirements and certain production items that are specifically delegated to them.

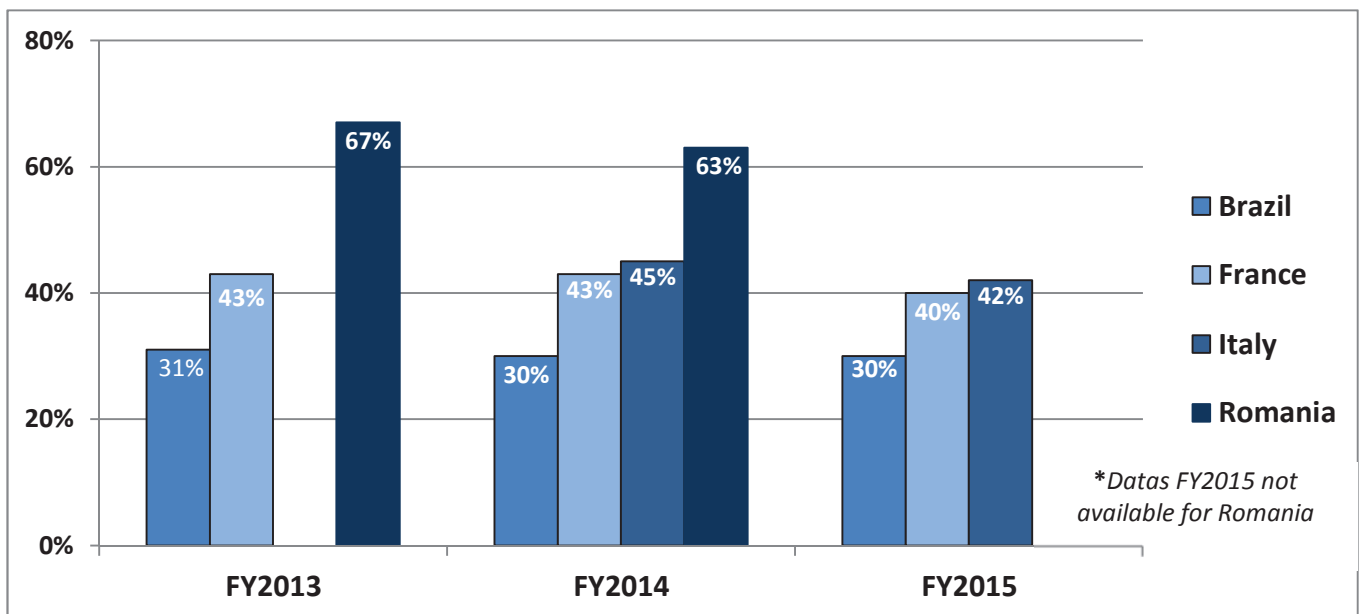
→ social and environmental issues

NTN-SNR Roulements wants to incorporate collaborative, responsible purchasing principles in its relations with suppliers. To that end, the company drew up a charter for collaborative, responsible purchasing in 2014 in order to restate its commitments in terms of human relations, environmental protection and ethics, and to set out the requirements it places on its suppliers.



In order to affirm its undertakings, NTN-SNR Roulements has, since 2010, been a signatory to the "10 commitments for responsible purchasing" issued by the French credit ombudsman and the CDAF (association of French purchasers). The principles of this charter are: fair financial dealings with suppliers, collaboration, reducing the risk of mutual dependence, the involvement of the company in this issue, awareness of total cost of ownership, consideration of environmental issues, the company's local responsibilities and managing the overall supplier relationship.

Percentage of purchases made locally



"We prefer to purchase in regions where we operate wherever possible."

Level of dependence of local suppliers on the company

In order to limit the risk of dependence on the part of our suppliers, we take account of the proportion of their activity that we account for when awarding contracts. We apply a threshold value for this dependence level which must not be exceeded. By taking account of this threshold value, it is possible to limit the take-up of new contracts by the suppliers in question when alternatives are available to us.

Sustainable development criteria

When analyzing requests for proposals, we also consider the total cost of the solutions proposed by our suppliers, as well as other CSR criteria depending on the purchasing site. For example, the prohibition of child labour, ISO14000 certification and occupational health and safety (OHS18001) are taken into account in Italy.

Internal training on the Responsible Purchasing Charter

In 2015 we completed our buyer training programme on the Responsible Purchasing Charter. 100 % of our buyers are now trained and engaged vis-à-vis our suppliers.

100 % of buyers trained in the principles of responsible purchasing



The commitments enshrined in NTN-SNR's



NTN-SNR's commitments **to its suppliers:**

- To collaborate on a secure and reliable basis
- To develop a win-win relationship
- To apply a clear, open purchasing policy

NTN-SNR's expectations **of its suppliers:**

- To respect the core human rights principles
- To take account of environmental challenges
- To pursue honesty in business dealings

A balanced, long-term relationship in a context of mutual trust and confidence.

REACH regulation*

NTN-SNR Roulements's European sites have introduced a procedure covering the entire supply chain in order to guarantee that its products comply with the European REACH regulation*.

**The European Union's REACH regulation has been adopted to better protect human health and the environment against chemical risks, while at the same time encouraging the competitiveness of the EU's chemical industry*

“PEAK” programme

We take part in the PEAK programme as part of our approach to improving relations with our suppliers. This is a think tank developed jointly by research laboratories, grandes écoles and companies. The programme aims to develop and showcase collaborative relations between customers and suppliers.

Our participation is reflected among other things in our rating on the Peak Collaborative Index, a French annual index of the collaborative climate between customers and suppliers. Devised as a barometer, it measures the national trend in customer-supplier collaboration and identifies levers and brakes on its implementation.

On that account, in 2015 NTN-SNR Roulements along with its supplier Ascométal was awarded the “Responsible partner, in the customer-supplier category” trophy in the PFA survey (the Automotive sector platform).

Aims for fiscal year 2016

Deployment of the Responsible Purchasing Charter in accordance with NTN-SNR's principles in order to achieve coverage of

70 % of sales covered

«We remain focused everyday to reduce our ecological footprint and we are working to develop products for environment-friendly applications.»

ENVIRONMENTAL ISSUES



With You

Environmental Responsibility

NTN-SNR aims to develop and promote products and services that help reduce its environmental impacts.

Reduction of our environmental footprint

Preservation of resources

Sustainable Development

Green Factories

Consumers



Manufacturing

Transport

Design

ISO 50001 approach

Opti-Waste plan



NTN 100

The Transform 2017 plan supports environmental initiatives that will help cut the Group's greenhouse gas emissions.

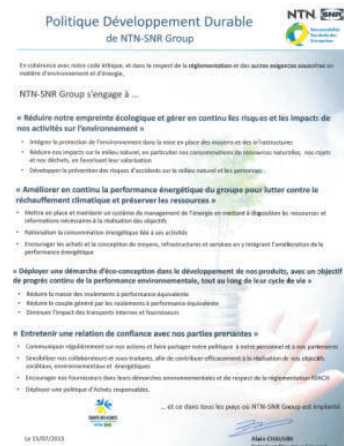
These initiatives include:

- Energy savings
- Waste reclamation, recycling and re-use

ONE MORE STEP TOWARDS SUSTAINABLE DEVELOPMENT...

2015 was a springboard for our environmental commitment. Initially we have evolved our environmental policy towards one of sustainable development. The latter reflects a stronger and also broader commitment, as it now includes commitments to energy savings, ecodesign and relations with our stakeholders.

The 4 main themes central to our policy:



Reducing our carbon footprint and continually managing the risks and impacts of our activities on the environment.

- Factor in environmental protection aspects when installing facilities and infrastructures.
- Reduce our impact on the natural environment, in particular by reducing our consumption of natural resources, and processing or recycling our emissions and waste.
- Go further in preventing the risk of accidents impacting on the natural environment and people.

Continually improving the group's energy efficiency to mitigate global warming and preserve resources.

- Introduce and maintain an energy management system by providing the resources and information needed to achieve objectives.
- Rationalize the energy consumption of our activities.
- Encourage improved energy performance in the purchasing and design of resources, infrastructures and services.

Deploying ecodesign principles in our product development processes, with the aim of continually improving our environmental performance, throughout the product life cycle.

- Reduce the weight of our bearings
- Reduce the torque generated by bearings for equivalent levels of performance.
- Lessen the impact of our transport and that of suppliers.

Maintaining a relationship of trust with our stakeholders.

- Communicate regularly about our actions and share our policy with our personnel and partners.
- Raise awareness among employees and subcontractors so that they can contribute effectively to achieving our social, environmental and energy objectives.
- Encourage our suppliers in their approaches to environmental protection and to compliance with the REACH regulation.
- Deploy a policy of responsible purchasing.

Management System

On the basis of our sustainable development policy, we have constructed an environmental management system (EMS) and an energy management system (EnMS). The EMS and EnMS are components of the overall management system and include the organizational structure, planning activities, responsibilities, practices, procedures, processes and resources mobilized to draft, deploy, implement, review and maintain the sustainable development policy.

ISO 14001 certification






Environmental protection measures are guided by the ISO 14001 certification of our 9 production sites in France, Brazil, Romania and Italy. This standard is based on the principle of continual improvement of environmental performance and controls the impacts of the company's activity. It is complemented by a range of actions tackled head-on: improvement of industrial processes and development of the production sites to reduce the consumption of resources and chemicals, to cut waste production and to reduce emissions of atmospheric pollutants.

This certification covers not just the production plants but also the design and development of bearings.

ISO 50001 certification

We have been ISO 50001-certified since January 2016 for energy management, which completes our environmental certification in order to incorporate a genuine sustainable development dimension. This standard is based on the principle of continual improvement of energy efficiency and controls the impacts of the company's activity. Through our ISO 50001 certification we undertake not just to improve the energy efficiency of our activities but also to incorporate energy efficiency criteria into purchases and the design of new facilities and infrastructures

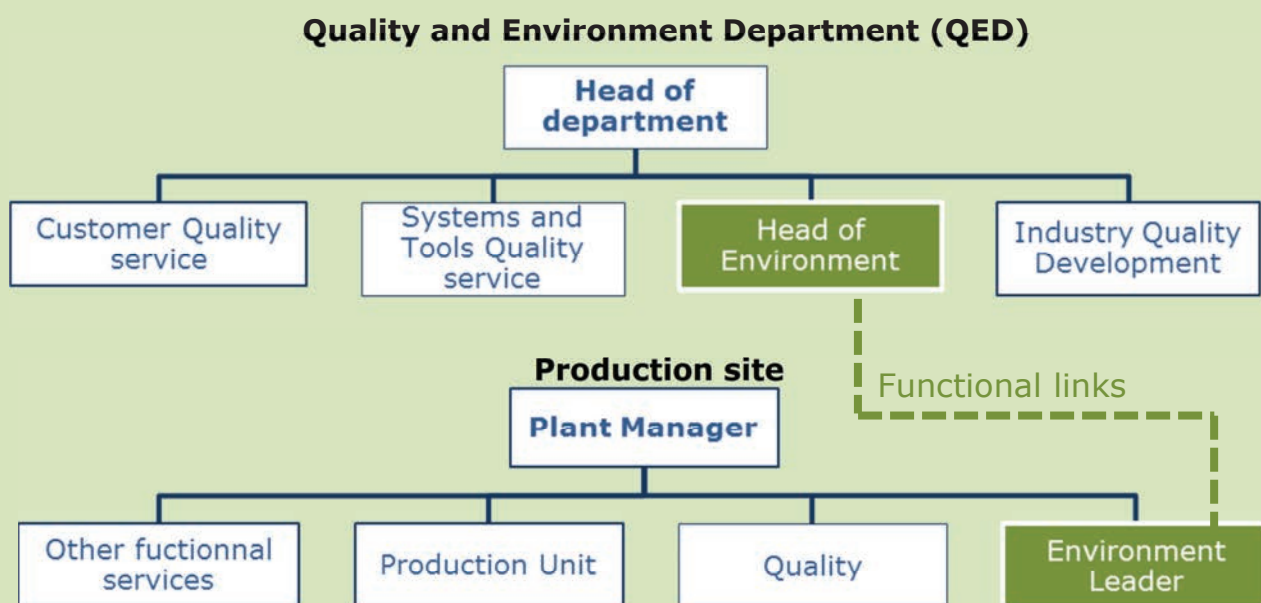
NTN-SNR ROULEMENTS: 9 certified production sites

Country	Factory	ISO 14001		ISO 50001	
		Date of renewed certification	Certificate	Date of certification	Certificate
	NTN-SNR Annecy NTN-SNR Meythet NTN-SNR Seynod NTN-SNR Argonay NTN-SNR Cran-Gevrier SNR Cévennes (M + C)	01/2015	UTAC: SME/0448-7	01/2016	UTAC: SMé/0448
	SNR Rolamentos do Brazil	01/2015	UTAC: SME/0448-7		
	NTN-SNR Rulmenti				
	ICSA	03/2014	TÜV: 50 100 12275		

Organization and structure of the Environment service

The Environment Service forms part of the Quality & Environment Department (QED). An Environment Officer is appointed at each site and works in collaboration with the Central Environment Service. This is tasked with conducting analyses, providing tools and securing the commitment of all the sites to the Group's Sustainable Development policy.

With the implementation of the energy management system, an additional energy-related organization was set up in 2015: The Quality/Environment department introduces and oversees the energy management system on the sites and central departments, in conjunction with the Group's Expert Energy and the site maintenance services.



Significant investments in environmental aspects

NTN-SNR undertakes a quantitative evaluation of its environmental protection activities in terms of its environment-related investments and investments in the optimization of energy consumption.

€665,000

(Amount invested for the environment in fiscal year 2015 for our 9 production sites)

Indicators	Montants (€)					
	ALPS		CEVENNES		FOREIGN SITES	
	FY 2014	FY 2015	FY 2014	FY 2015	FY2014	FY2015
Provisions against pollution risks	115 000	148 000	40 000	0	-	-
Environment investments, among whom :	405 000	541 000	566 000	111 000	10 000	13 000
Costs of complying	139 000	210 000	331 000	111 000	10 000	7000
Other environment investments	181 000	163 000	7000	0		6000
Optimization of energy consumptions investments	85 000	168 000	0	0		

None of these sites is subject to any financial guarantees.

EDUCATION ON SUSTAINABLE DEVELOPMENT



Training and awareness-raising about sustainable development

Every NTN-SNR employee is made aware of the importance of sustainable development. Training geared to each individual's job is provided in order to maintain the level of environmental education at all levels in the employee hierarchy at all sites. **In 2015**, approximately **2181 hours** of sustainable development training or awareness-raising sessions (environment and energy) were provided to **more than 1550 employees on all the sites**

(including 808 on the Alpes sites) and for central functions.

There are 9 training modules on the environment and 4 on energy, covering the following topics:

Environment and energy in the workshops, Environment/Energy for supervisory staff and technicians, Knowledge of the ISO14001/ISO50001 standards, Regulations concerning facilities classified for the protection of the environment, ADR (training according to 1.3) + security, Posts having an impact on the environment/energy, Using the energy data logging tool, Factoring environmental issues into projects, Safety of chemicals, the sustainable development components of core training courses for adjusters

In 2015

286 people were trained on energy

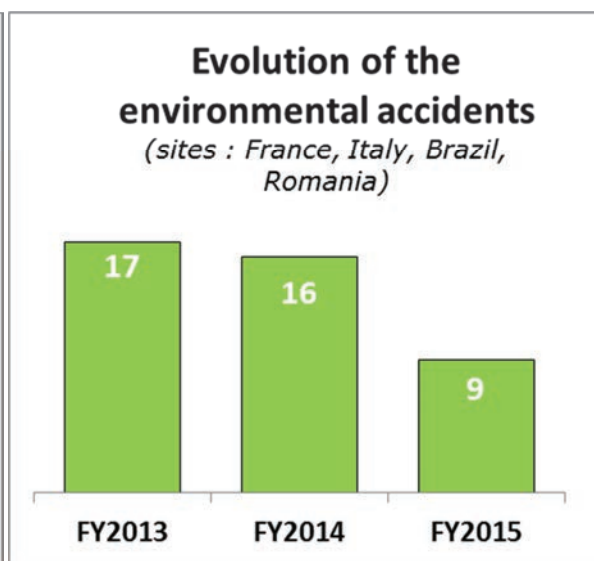
261 of whom at the Alpes sites

362 employees received training environment specific to their posts (workshops, posts having an impact, project leaders)
283 of whom at the Alpes

80 supervisors and technicians were trained on the environment
75 of whom at the Alpes sites



+13.5% more employees trained than in 2014



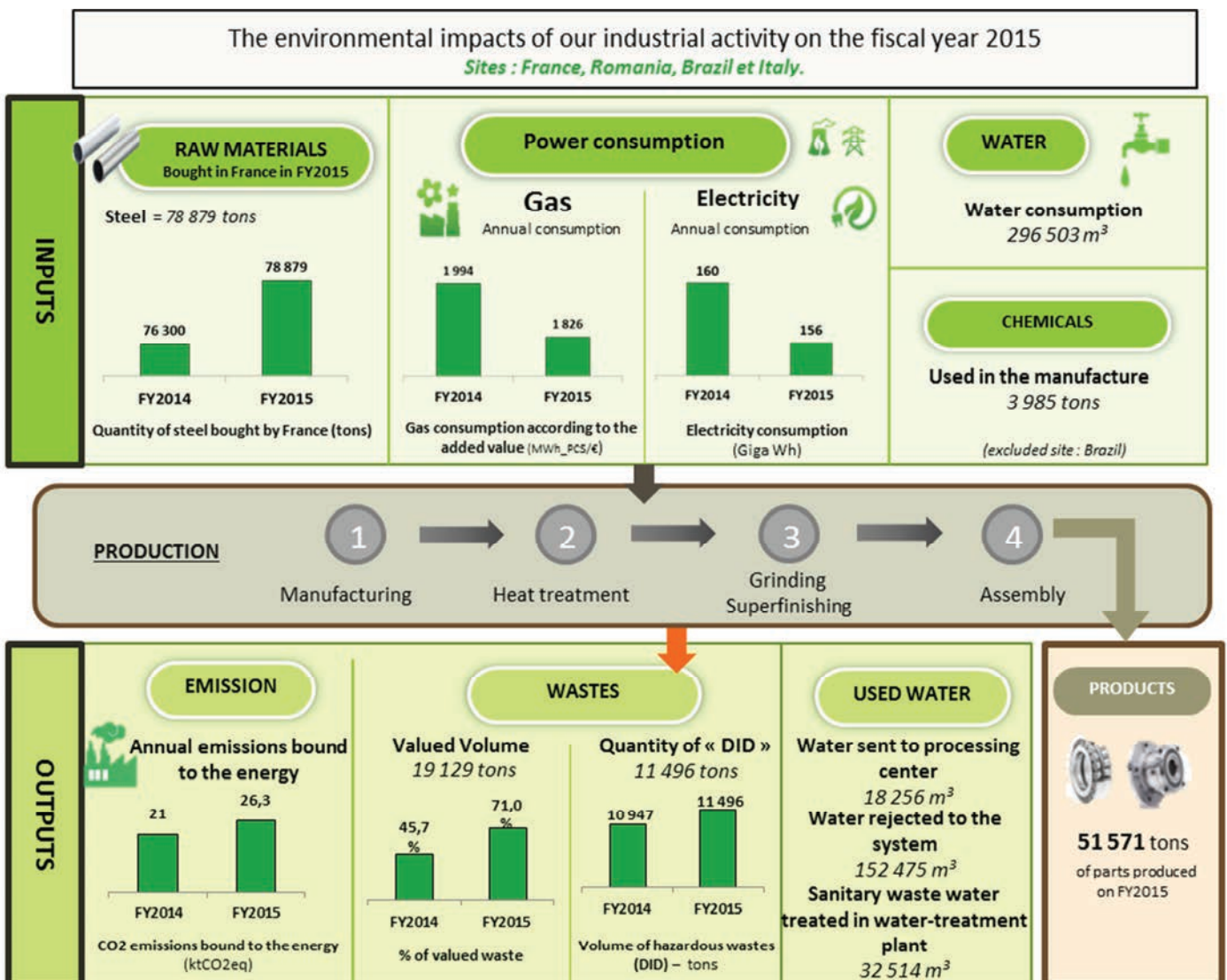
-53 % down on 2013

Reducing the environmental impact of all production processes

NTN-SNR makes every effort to reduce the environmental impact of all processes, from design to assembly. To this end, we are attempting to obtain an overall picture of the quantities of raw materials, energy and water that we use (inputs) and the products, CO₂, waste and waste water that are generated (outputs).

Any environmental nuisance, whether due to odours, sound or light, is treated as a nonconformity, its causes are analyzed and an associated action plan is initiated in order to eliminate the nuisance. Instructions and awareness measures have been introduced in order to minimize this type of nuisance.

A variety of preventive and corrective measures have been introduced in order to reduce recorded noise emissions on the sites. To limit noise emissions outside the workshops, time slots for emptying skips or carrying out works have been set. When the source of the noise is inside the buildings, instructions are issued to close windows in order to prevent any disturbance to the nearby population. Finally, in the case of occasional disturbances caused by a machine malfunction, repairs are carried out and corrective measures are taken.



ENVIRONMENTAL TARGETS AND RESULTS




Environmental results for fiscal year 2015 ending 31 March 2016

Every year NTN-SNR sets and seeks to meet the Group's sustainable development targets.



Fiscal year ending 31 March 2016, the areas in which improvements were observed included the reduction of the impact of climate warming, a more intense focus on the "3 Rs" (reduce, reuse, recycle), and the management and reduced use of environmentally-harmful substances.

Results of measures taken in fiscal year 2015:

AIM	TARGET	RESULT	Comment
Improve the waste recovery rate	75 %	72% 	Result (year's total). Result in the last few months of the year: 84 %
Reduce our environmental impact by cutting our GHG and VOC emissions	Status report + master plan	Status report completed 	Priority was given to ISO 50001 and Opti-waste processes in 2015. This will be continued in 2016
Obtain ISO 50001 certification for our production site in France	100 % of sites in France certified	100 % 	Certification obtained in January 2016.

Environmental goals for Fiscal year 2016 (ending 31 March 2017)

We have made three commitments in order to address the Group's sustainable development issues:

1. Improve our waste recovery rate, with a target of **85 %** of **waste recovered** by the end of fiscal year 2016;
2. Reduce our environmental impact, in particular by implementing **a master plan for the reduction of GHG and VOC emissions**
3. **Improve the energy efficiency** of our production sites by **1 % compared with FY2014**, through ISO 50001 certification of all our sites in France, to contend with the rarity of energy and constantly increasing energy prices, while helping cut greenhouse gas emissions.

Besides these targets, relating to sustainable development policy and the TRANSFORM 2017 strategic plan, each site also sets environmental targets concerning their activity (water consumption, production of waste, environmental event such as complaints, incidents and accidents, energy consumption, etc.)

These indicators are monitored using monthly dashboards and controlled at the level of each production site.

SUSTAINABLE AND RESPONSIBLE ACTION

NTN-SNR is committed to working every day to reduce its environmental footprint and develop products for environmentally responsible applications. Measures designed to prevent, reduce and improve emissions into the air, water and soil that impact on the environment are constantly being introduced.



Improving the prevention of emissions

To reduce the impact of waste both upstream and downstream of our activities, NTN-SNR operates a prevention policy in order to reduce its production of waste. The aims of prevention are to avoid the production of waste, reduce the harmfulness of waste that is produced, and improve the ease of waste processing.

Ensuring good soil quality

Any equipment liable to generate soil pollution is installed in a way that prevents leakage or is connected to a drip collection system that makes it possible to protect the soil against any risk of pollution. The environmental action plans provide for the possibility of establishing equipment compliance in order to optimize the control of soil pollution risks

In 2015, buried tanks on the Annecy site were backfitted to eliminate any risk of pollution. Studies and an action plan are ongoing to backfit all the buried tanks posing a risk of pollution

Half-yearly piezometric inspections are performed in order to check the quality of the groundwater and soil over time. The impermeability of solvent storerooms is renewed at regular intervals (*e.g.: Seynod in 2015*), and underground system are increasingly proscribed to avoid the risk of soil contamination (*e.g.: Croupillac*).

Ensuring good air quality

The control of emissions into the air is ensured through operating instructions and preventive maintenance plans at the various facilities (extraction, general ventilation, production equipment, etc.). Statutory inspections and tests are performed at regular intervals.

In the case of new equipment that is liable to generate atmospheric emissions, the project team, which includes a contact person familiar with the issue of environmental impacts, completes a questionnaire that takes account of all the requirements and good practices relating to the control of atmospheric emissions.

VOC emissions:

All necessary measures are also taken to minimize VOC emissions (controlling the introduction of any new solvents by the central environment service, adjusting extraction equipment to the correct operating speed, tests to replace solvents with products that do not emit VOCs, etc.).

In order to limit VOCs emitted by the non-destructive testing of bearings, a NITEAU facility (water-diluted baths) has been developed to replace the NITAL facility, which uses VOC-emitting solvents. The first facility was installed at the Alès site (Croupillac), and another one is currently being implemented at the Argonay site.

At Seynod, special measures have been taken to reduce the consumption of solvents and limit VOC emissions (cooling solvent to bother evaporation, fitting

covers on the solvent tanks, reducing draining operations to the bare minimum, etc.)

These measures reduced VOC emissions at the Seynod site by 27 % between 2014 and 2015, and reduced the quantity of the main VOC-emitting solvent used on the site (D60) by 11 %.

Ensuring good quality of discharged water

Rainwater usually passes through a scrubber/oil separator before being released into the natural environment and is inspected by the sites themselves.

Process water is not released into the natural environment but is for the most part treated in a suitable waste treatment centre.

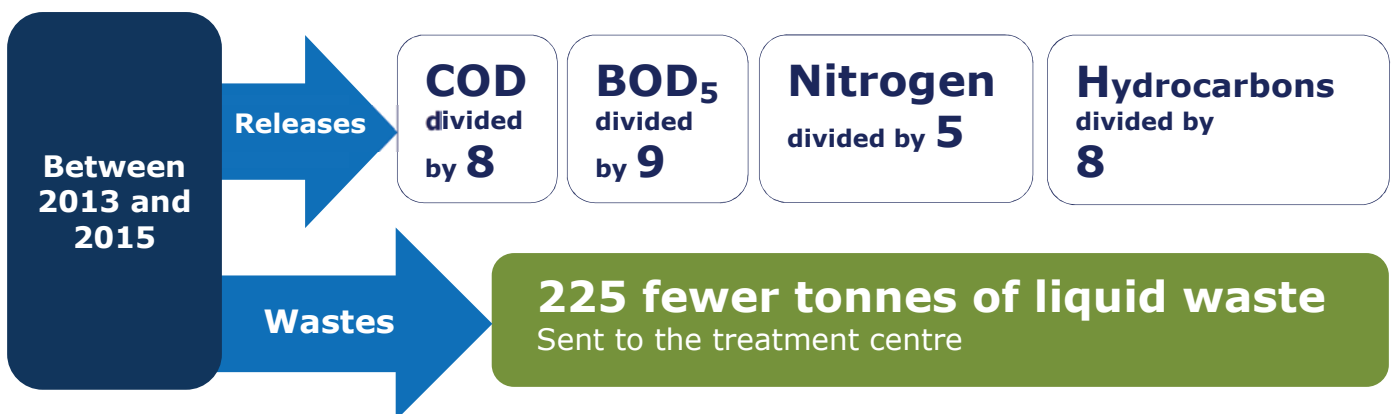
Any water released is subject to intense regular inspections in order to ensure compliance with requirements.

At some sites, such as NTN-SNR Seynod and Argonay, some of the process water is treated in an optimized internal purification station before being released into the communal purification station.

An evaporative condenser at Alès:

In 2014 the Mazac site (Alès) invested in evaporative condenser, which was brought into service in 2015, to ensure compliance of the process water discharged into the council's purification station (representing on average 2500 m³ per annum).

This newly installed evaporative condenser not only treats the rinsing water previously treated in an approved centre but above all it has brought this discharge into compliance, as the following results show:



Results of environmental discharge prevention, reduction and improvement measures taken fiscal year 2015 at all NTN-SNR group sites

60%	113	100%	100%	90%	82%
of production sites realized analyses of soil or groundwater	analyses of soil or groundwater were conducted	of production sites measure their noise emission	of the direct discharges in the natural environment are analyzed	Of production sites measured emissions resulting from boilers	Of the controls on boilers were in accordance with the regulations

In the event of any nonconformity, the causes are first analysed before corrective and improvement measures are identified and incorporated into a progress plan. These measures are consolidated at group level by the central environment service, which manages the associated economic aspects, and are managed and implemented by the sites themselves. A communications plan that is adapted to the various situations that arise is coordinated within the company by the Environment Service.

Improving waste management

Waste management (treatment, recycling and recovery) forms an integral part of the group's sustainable development policy and must comply with current regulations. As far as possible, reuse and recovery are preferred to treatment and disposal. Landfill is minimized as far as possible and alternatives are constantly sought for in order to optimize the activities of the services involved and encourage recovery and recycling. The general coordination of waste management and of the provisions to be adopted in order to ensure respect for regulations is ensured by the Central Environment service.

The Central Environment service defines and validates the activities involved in the treatment of hazardous waste and takes all the necessary steps to ensure appropriate treatment compliant with applicable regulations. As far as non-hazardous waste is concerned, the on-site organization permits sorting at source in identified areas. Each establishment possesses a layout plan and provides an awareness-oriented training module to its personnel in order to optimize waste prevention and management. As far as possible, waste is recovered rather than being treated.

Recover, reuse, recycle ...



The Anancy site reuses its **used process oils**, which represents a saving of roughly 40 tonnes of oil per annum.

The Curitiba site now sends its **contaminated waste** and **grinding slurry** to a **cement works**, thereby recovering energy and matter from this waste previously sent to landfill.

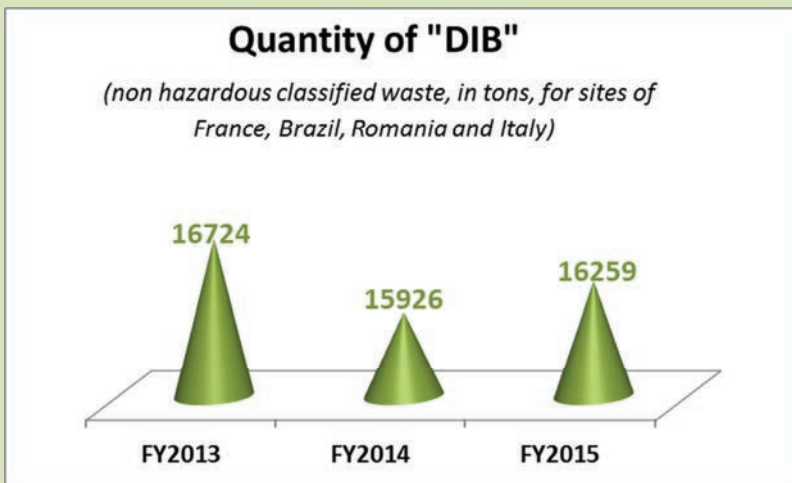
Packaging: wherever possible, optimized or reusable packaging is used to package our products.

Reusable wipes are used at the Anancy, Sibiu and Alès sites.

Sorting and collecting paper: In parallel to its paper and cardboard recovery chain in use on its sites, NTN-SNR France has signed a contract with ECOFOLIO to participate in the green management of paper placed on the market.

Swarf briquettes: The Alès and Seynod sites have optimized facilities for making briquettes from swarf, thereby enabling roughly 17 % of their production of swarf to be recovered in steelworks.

The Seynod site **reuses the empty drums** for the Anancy site to package its swarf briquettes.



In 2015, as part of the **Opti-Waste** initiative presented below, the circle of waste classified as common industrial waste has been extended. That explains the **4.5 %** increase in our common industrial waste compared with the prior period.

84 %

of paper on the Sibiu site is recycled

72 %

of waste recovered on the sites in France

€1.6 million

of gains generated by waste recovery on all our sites

19,129 tons of waste recovered in 2015 (NTN-SNR Group)

CSR ACTION SUPPORTING THE "TRANSFORM 2017" PLAN: "OPTI-WASTE INITIATIVE"



In line with its sustainable development priorities, NTN-SNR has embarked on a process of optimizing its production waste treatment lines. This initiative aims to minimize the environmental impacts of its waste. This is also about reorganizing our approach to awarding contracts and developing improvement processes for our lines (Alps sites).

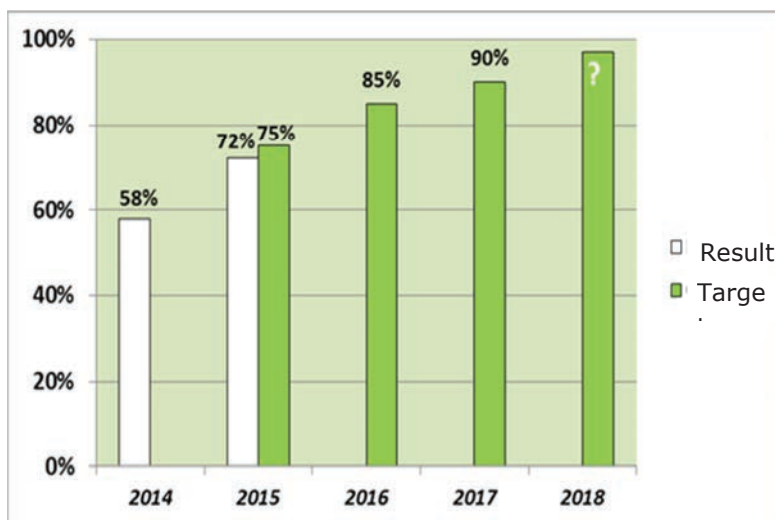
A new approach

Our different production activities generate a great variety of waste; this is graded according to its characteristics then sent to appropriate treatment centres. We noticed that the treatment solutions used by our contractors did not always address the real problem (for instance, landfill for life rather than reclaiming the waste).

In line with our sustainable development policy, we have launched a 3-year plan aimed at analysing waste to know it better then reclassifying it according to its recovery potential (such as its calorific value). We have consulted a wide range of service providers since 2014 and observed the proposed waste reclamation solutions, the economic criterion no longer being the decisive factor in our choice. So rather than awarding contracts to the "lowest bidders" we aim to award contracts to the "best bidders". This approach requires real synergy between services (in particular between the Environment service and Procurement).

A long-term vision, ambitious goals

We are about to complete the first stage of this initiative, namely selecting service providers who meet both our economic and our environmental criteria. The second stage of this initiative aims to optimize the carbon impact of our waste.



Targets and results on the percentage of valued waste (scope: NTN-SNR France)

Among other things we are going to analyse the logistical / transport aspects of our waste to work on the treatment cycle as a whole, from when it leaves the factory to the final process.

Our medium-term goal is to reclaim 95 % of our production waste, an ambitious goal supported by a resolute policy and committed stakeholders.

Reducing our consumption of raw materials

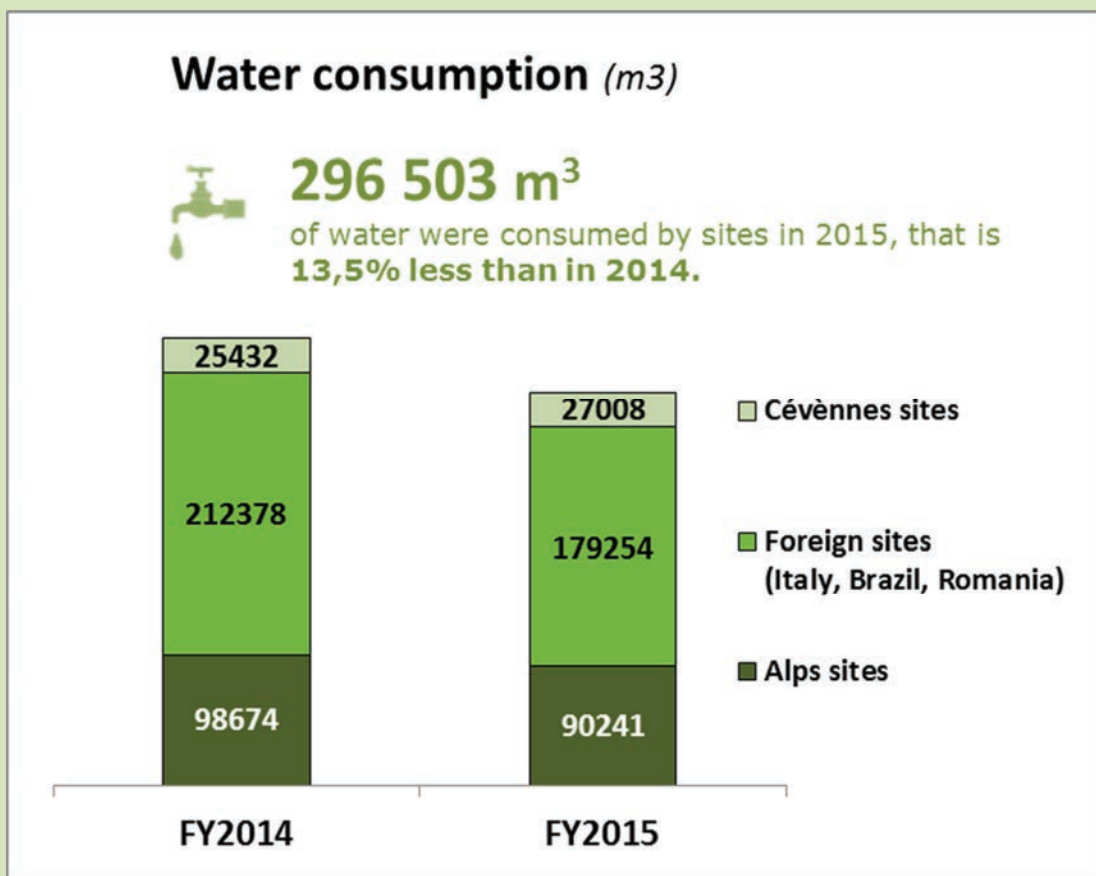
Ensuring optimized water consumption



Water consumption is regularly monitored at all sites and optimized wherever possible. Water cycle charts are updated every year at each of the sites. The consumption of water used for lubrication in the manufacturing processes is optimized through the use of central distribution systems. The cutting fluids, which consist mainly of water, are reused thanks to the presence of central closed-circuit recovery, filtration and redistribution systems. Personnel at all sites are made aware of the need to avoid wasting water. A water reserve has been

designed at ICSA in order to reuse the water that is employed for the grinding operation cooling process as well as for washing the rings and bearings during heat treatment.

Water supply as a function of local constraints is an issue that is deliberately omitted from NTN-SNR's considerations since none of our sites are affected by water shortages.



Raw materials consumption

Bearings are primarily made of steel. Ecodesign reduces the quantity of steel used in the production of bearings.

The raw materials and chemicals used in our products undergo an internal approval process to ensure that our bearings present no risk to users.

PROTECTING BIODIVERSITY

Given the low impact of our activity on biodiversity and the locations of our French sites, protection of biodiversity is a theme that has been intentionally excluded from the reporting scope in France.

Optimizing the use of paper and fighting against illegal logging



To help promote responsible forest management in Brazil, the Curitiba site only uses recycled paper or white paper bearing the FSC label and sourced from sustainably managed forests for its reports or official documents.

To reduce raw materials consumption, the French sites have, since 2010, chosen a more ecological A4 paper weight of 75 g/m² (instead of 80 g/m²) while still meeting the requirements of the various departments.

The fight against food waste

Through the Elior company restaurants of the Alpes sites, NTN-SNR is involved in the fight against food waste. For the record, the national target for 2025 is to reduce food waste by 50 %. The Elior company restaurants work with the Ministry of Agriculture to achieve this target: awareness and information campaigns are regularly organized to remind people of the responsible conduct to adopt in this respect, both at home and at work.



ECODESIGN AND CARBON BALANCE OF PRODUCTS.

Ecodesign and carbon balance: NTN-SNR is committed to promoting the incorporation of the ecodesign methodology in the development of its products.

A carbon balance done in 2010 showed that 85 % of the carbon emitted by a bearing came from its use.

The ecodesign approach aims to reduce the environmental impacts of the bearing as much as possible throughout its life cycle.

This approach is now an integral part of our sustainable development policy.

The commitments enshrined in NTN-SNR's EcoDesign Charter



- To reduce the weight and torque of bearings while providing equivalent performance
- *To reduce the energy needed for bearing manufacture*
- To continue to improve our environmental management system in accordance with ISO 14001 and to encourage our suppliers to share this approach
- To reduce the risks associated with the use of chemical products in accordance with the REACH regulation and to encourage our suppliers to share this approach
- To reduce the impact of internal and supplier transport operations

A steering committee was reconvened at the end of 2015 to galvanize this approach. In particular, ecodesign indicators are due to be updated in 2016. Ecodesign indicators have been created to monitor the overall environmental performance of products:

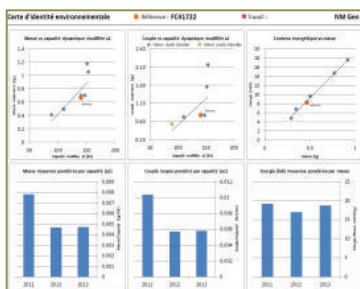
7 aggregate indicators

ISO 14001 certification of NTN-SNR and suppliers
 REACH process of NTN-SNR and suppliers
 Greenhouse gas emissions from transport between sites and suppliers

3 product indicators

Energy content of processes
 Weight/dynamic capacity
 Resisting torque/dynamic capacity

The approach's dashboard will include all the indicators and their trends.



→ The environmental ID card

shows the 3 product indicators for the different categories, as well as their trends.

It compares each product with the other products in the same product line.

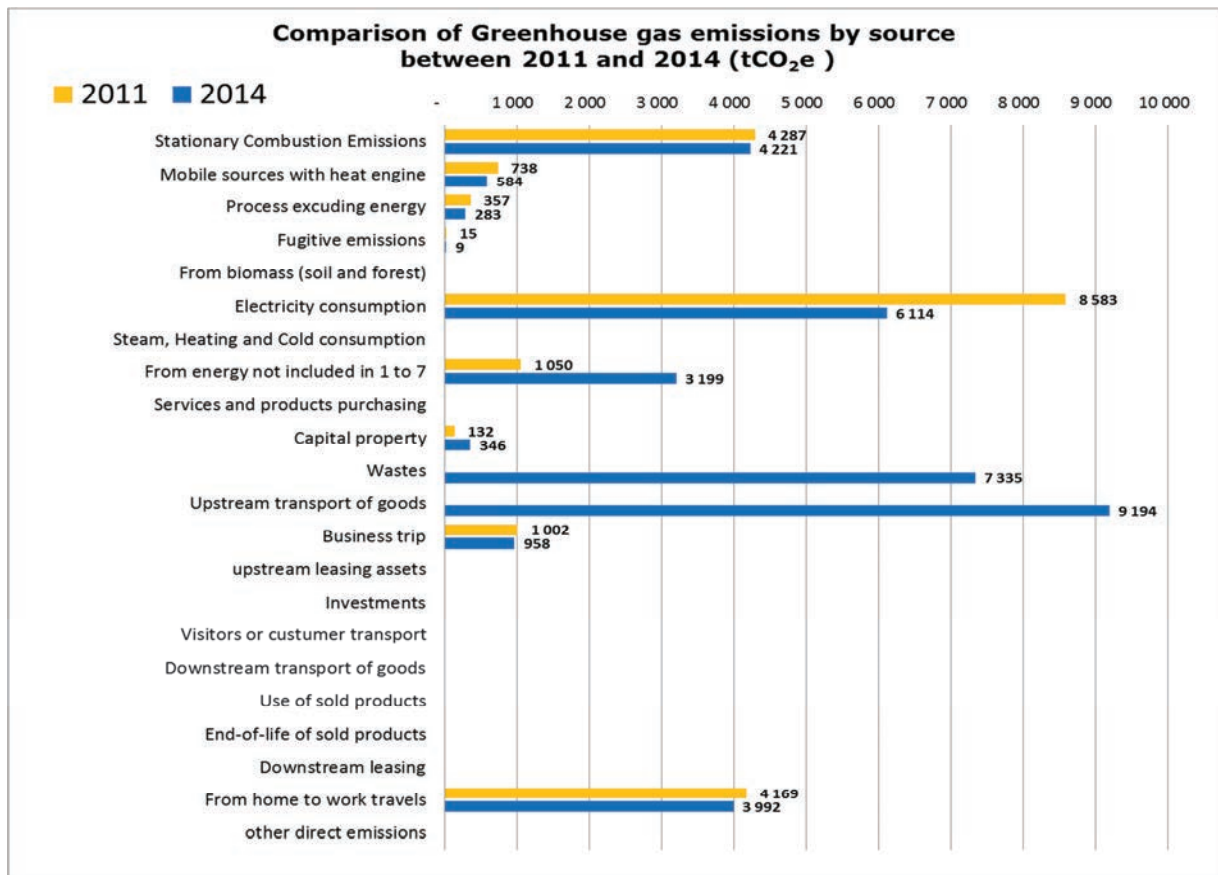
Greenhouse gas balance



The greenhouse gas balance for NTN-SNR Roulements (Alpes sites) was updated in December 2015.

Excluding the sources of emission added in 2015, the 2015 greenhouse gas balance (based on 2014 figures) is by and large better than the 2012 one (based on 2011 figures).

Breakdown of greenhouse gas emissions by source:



Between
2011
and
2014



11 % less
CO₂

Emitted by **power consumption**
(due to the lower emission factor and energy-saving measures)



2 % less CO₂

Emitted by **the use of heating gas**
(due to energy-saving measures)



4.5 % less
CO₂

Emitted by **commuting**



NTN-SNR is ISO 50001 certified for all its French sites

In January 2016 NTN-SNR obtained ISO 50001 certification for energy efficiency for all its sites in France. The certification acknowledges the work done for several years on reducing NTN-SNR's energy consumption and greenhouse gas emissions. The stated aim is to improve the overall energy efficiency of its sites by 3% by 2017 and include NTN-SNR's three foreign sites in the ISO 50001 certification. This energy consumption reduction policy now forms an integral part of the Group's Sustainable Development policy, through a structured and recognized approach to Social Responsibility.

A continual improvement process on energy savings

An energy management system for significant results

The ISO 50001 certification obtained in January 2016 is the direct result of the introduction of an energy management system. Within the framework of a structured approach, this has enabled implementation of numerous improvement initiatives, leading to better control of energy consumption on NTN-SNR's French sites.

Savings in the region of **9 %** have thus been made on gas use by all these sites since 2014. These initiatives have more particularly focused on the consumption of certain plant and equipment (pumps, motors, etc.), on lighting, heating or even optimized management of compressed air, widely used in manufacturing processes.

Moreover, the Seynod 3 site is the demonstrator of an applied research project conducted in partnership with company Automatique & Industrie. This has enabled the development of a decision support tool for better energy efficiency (www.cactus-energy-suite.com).

NTN-SNR and energy

NTN-SNR's energy bill: 13.9 million euros

The equivalent of a town of 21,000 inhabitants (Annecy-le-Vieux for instance)

The most energy-hungry sectors

- 19 %: heat treatment process
- 16 %: heating and air-conditioning
- 14 %: preliminary operations processes
- 13 %: precision grinding and superfinishing processes
- 12 %: compressed air

An energy information and management system (SIGE) has been set up on the site. It measures in real time and analyses the energy consumption of each piece of equipment and of the building as a whole. This system is intended to be extended to all production shops.

In connection with the planned extension of the Argonay site, energy efficiency has been factored in at the design stage for the new building (e.g.: LED lighting for the industrial workshop).

Other measures such as a visual management system ("VOR" approach) or employee awareness-raising measures have also contributed to achieving positive results.

Clearly identified courses and goals

With the placing of ISO 50001 certification, NTN-SNR's goal is to further reduce overall energy consumption by 3% by 2017. The energy management system will continue to be deployed in clearly identified key areas like heating, lighting and compressed air, on both its French and its foreign sites. The experience of these sites, which are already ISO14001 certified for environmental management since 1999, is a valuable asset for structuring this process.

A comprehensive approach to Corporate Social and Environmental Responsibility

These achievements are part of an integrated process in NTN-SNR's business plan, Transform 2017, which aims to reduce and control its energy consumption and greenhouse gas emissions.

Improve our energy efficiency

NTN-SNR ROULEMENTS's approach to energy saving is based on the following key principles, within the framework of a continual improvement process:

- *Reduce waste*
- *Optimize existing structures and improve the metering system*
- *Change technologies where required*

Roughly 120 measures were identified across the group and some 61 of these were implemented in FY2015

The main measures taken in the group concern ISO 50001-compliant implementation of the Energy Management System, in particular the introduction of energy performance indicators.

FOCUS on certain energy saving initiatives taken in 2015

Electronic speed control:

To optimize the operation of their motors, the sites are installing electronic speed controllers that adapt motor running speeds to the requirements of the process. Speed controllers have been installed:

- On the coolant pumps at the Meythet and Seynod in 2013 and at Sibiu in 2015
- On the Meythet boiler in 2014

The aim is to reduce the energy consumption and cost of the motors.

Compressed air leaks:

Leak detection campaigns have been launched on all the sites.



Heat recovery from compressors:

On the Argonay site, a heat recovery system has been installed on the compressors, which now heats the workshop and domestic hot water. This has reduced gas consumption.

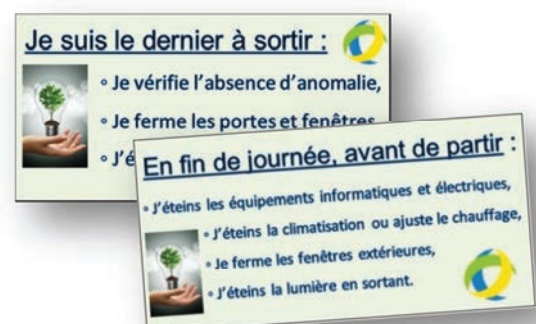
Communication and awareness campaigns:

Everyone involved in hunting down waste!



As part of the ISO 50001 process, a “sustainable development” brochure has been circulated to all French employees explaining the approach to energy savings. Among other things, the brochure reminds everyone of energy-saving measures they can take on a daily basis.

This has been completed at the Alès and Annecy sites by labels affixed to machines that state what can be done in terms of energy savings on a day-to-day basis.



“VOR” (green, orange, red) process

NTN-SNR's Seynod site has introduced an experimental system designed to reduce energy consumption in production.

At the beginning of 2016, in line with our ISO 50001 process, the Seynod factory initiated an energy waste reduction plan on its production facilities. A pilot unit (S3) was earmarked to test the method, dubbed VOR: Vert, Orange, Rouge (Green Orange, Red). The method consists in specifying how to stop machines according to different criteria:

- Green: use the master switch;
- Orange: the controls are still powered;
- Red: the machine continues running.

This initiative aims to adjust energy consumption according to need. The most significant gains have been made on the tempering furnaces, the hydraulic units, the coolant circuits, spindle rotation and the conveyors.

Example of energy waste before the initiative:

Dynamic storage tables that remain powered up during weekends when the line is not being used.

This method has been well received by operators, who are already aware of our energy savings initiative, and the initial results are very encouraging: since this was introduced on S3, we have observed an average gain of **3.5 %** on the production facility's power consumption (at equivalent throughput).

A second production facility (S4) has recently been added to the pilot scheme, the aim being to include all the factory's units in the VOR scheme and make the Seynod entity our “pilot factory”.

“On average we see a gain in energy consumption of between 3 % and 8 % for the factory as a whole, whereas only one production facility is part of the scheme”



A notice board at the entrance to the production facility indicates the weekly performance of the teams.

This experimental initiative could be rolled out to all the sites in a few years, to make very significant energy savings over the long term.

Apart from energy gains, this initiative has demonstrated everyone's commitment to a green approach, in line with our sustainable development policy and our recent ISO 50001 certification.

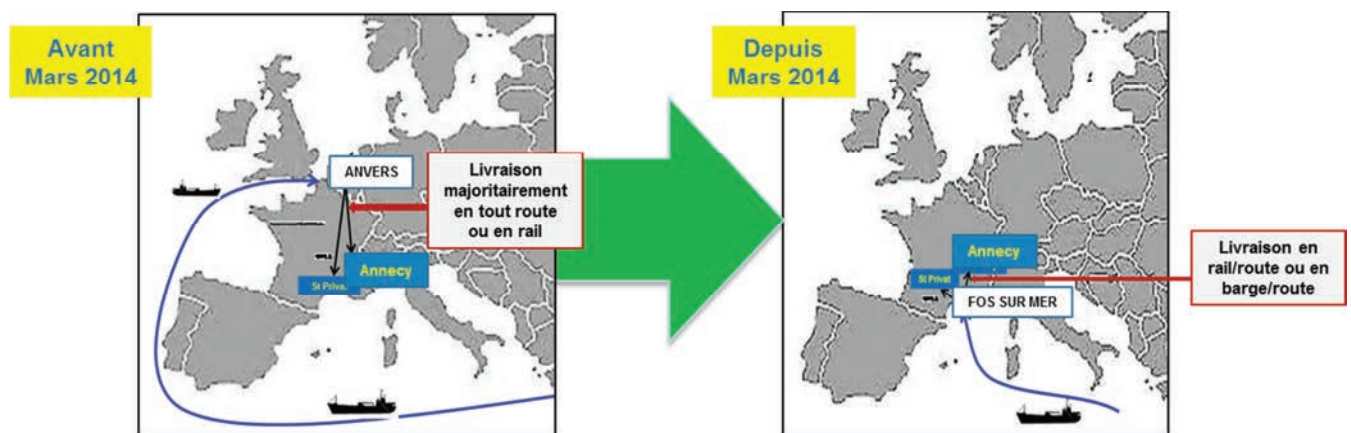
TRANSPORT:

MEASURES TO LIMIT THE IMPACT ON THE CLIMATE

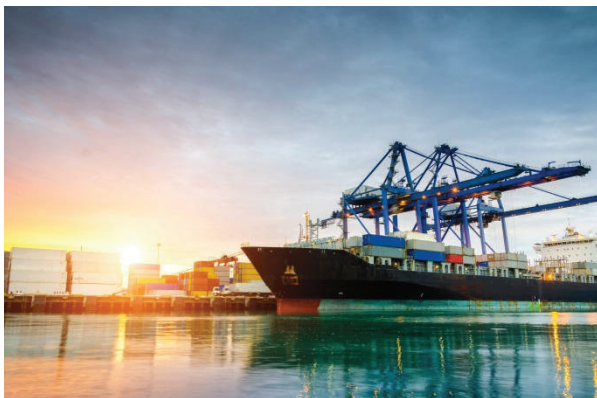
Optimized inbound transport: reorganization of transport routes favouring maritime and rail transport

Since 2014, NTN-SNR Roulements has been optimizing the way its products are transported in order to reduce its impact on the natural environment and its transport costs.

- by favouring maritime and rail routes
- by reducing journey length.



Previously, maritime transport containers shipped from the Mediterranean arrived at the ports of Le Havre and Antwerp and were then transported to the Alpes and Cévennes sites by road or rail.



Now, all containers are unloaded at the port of Fos sur Mer. On the one hand, this makes it possible to encourage local employment (French port) and, on the other, to reduce the total distance travelled.

All deliveries from Fos sur Mer to Cévennes are made by road, and those to Ancey by rail (58 %), inland waterways (9 %) and road (33 %).

Over 2015, it allowed to channel through **9%** of containers by barges.

The observed earnings are at the same time economic and ecological.

In 2015, the choice to favor barges and trains compared with the road transport allowed to **divide by 4** the emissions of the deliveries compared routing towards our sites. It represents a **reduction of CO₂** emissions about **590 000 tons**.

Optimizing product transport

The Cran site uses a company from the sheltered employment sector to assemble and pack spare parts for automotive repairs. Products are transported between the Cran site and ADTP site by lorry. As of 2014, ADTP has been investing in a new establishment (Fier site) in immediate proximity to the distribution hub at NTN-SNR's Cran site. The management of flows and stocks at the Fier site is now fully integrated in NTN-SNR's computerized production system. Manufacturing lead times and the related carbon footprint have been reduced by bringing the two entities closer together. No products are now transported by lorries, which have been replaced with a small electric train.

Optimizing the flow of components

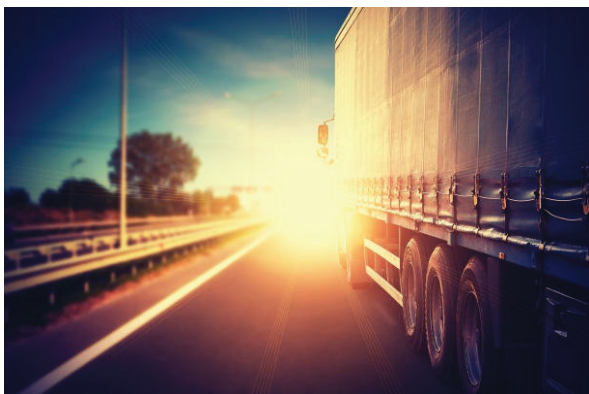
"Reducing waste by optimizing our flows is a priority for our current supply chain"

In January 2016 the following changes were made at the Saint Vulbas:

- bearings packed in single boxes
- conversion of self-aligning bearing (manufacturing)
- kits prepared for customer-specific bearings

These improvements have eliminated

- daily deliveries by lorry between the Cran and Saint Vulbas sites, representing 100,000 km per annum with dedicated heavy goods vehicles
- and significantly reduced flows of components between Germany (Bielefeld) and France (Saint Vulbas).



NTN-SNR's MilkRun project

For a year now NTN SNR has been studying ways of optimizing its suppliers' deliveries, the aim being to rationalize transportation and better control the quality of the tractor unit and trailer.

NTN-SNR then started its Milk Run project in January 2016.

The first stage consisted in working on all the Italian suppliers, who would mainly use a parcel service, more often than not travelling through the Mont Blanc tunnel.

We have negotiated a contract with our haulage firm for the purchase of 4 Euro 6-compliant trucks that will pick up loads from all our Italian suppliers and deliver truckloads to the Annecy and Alès sites, mainly via the Fréjus tunnel. The next stage of the scheme, which will focus on our Slovak and German suppliers, should soon be in place.

The scheme's main benefit with respect to our greenhouse gas emissions stems from the use of Euro 6-compliant trucks for these journeys.

Green transport between sites?

The plan to convert our diesel-powered lorries to NGV (natural gas for vehicles)



NTN-SNR uses 6 articulated lorries for its shipments between sites.

Transport between NTN SNR sites represents roughly **350,000 km** a year (the equivalent of 60 times the journey between Annecy and Paris per month) to cover the production requirements of the sites in and around Annecy.

To reduce its environmental impact, NTN SNR has joined the EQUILIBRE project (since December 2014), led by local hauliers, which aims to introduce NGV (natural gas for vehicles) into road haulage.

Following the 3 first days of tests in May 2015, a test in real-world conditions was conducted over a 10-day period in December 2015 with a GNC IVECO 330 CV lorry.



The tanks are located on each side of the lorry



Lorry loading at the warehouse



Lorry unloading at the Seynod site

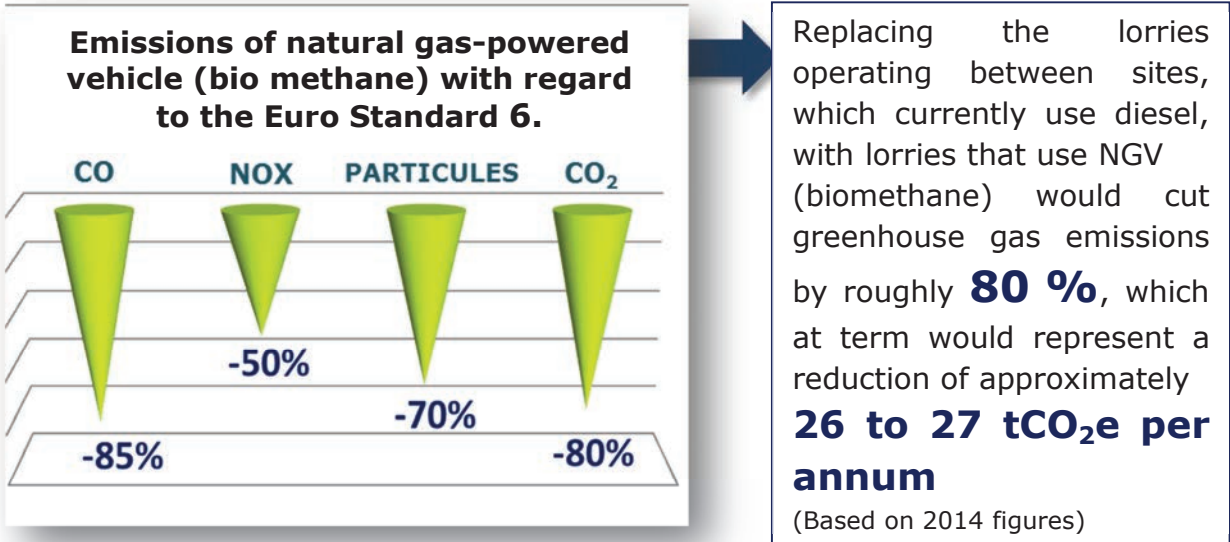
The initial conclusions are by and large positive.

The stumbling block yet to be resolved is the installation of an NGV pump at the Annecy site, which is essential before any investments can be made in this project.

To date we have taken part in talks with C2A, the Equilibre project, NGV and the Prefecture on the plan to install an NGV pump at Cran-Gevrier.

Installing an NGV pump for industrial vehicles is a major first step that will undoubtedly pave the way for distribution of **biomethane, which for us is still the main goal of this initiative.**

Impact of the initiative:



Reducing greenhouse gases generated by employee commuting

A communications plan intended to encourage car-sharing has been introduced to reduce transport-related emissions. Car-sharing allows people who live close to one another to share their regular journeys between their homes and the place of work. In so doing, the company optimizes the travel arrangements of its employees, who feel less tired, save money and have a chance to communicate with one another and be green citizens.

NTN-SNR's car-sharing site is still operational for employees in the Alps region, putting employees wanting to car share in touch with one another every year.

In total the car-sharing scheme represents **11,000 km** of distance covered. This evaluates to a volume of **10 tCO₂e** saved every year.

157 NTN-SNR Alps employees are registered with the site, **20 %** more than in 2014.

Encouraging the use of public transport

To encourage employees to use public transport, certain public transport routes in San Benigno Canavese (in the Turin region of Italy) have been extended as far as the entrance to the ICSA factory. Thanks to these buses, 10 employees from Turin now travel to and from work saving a total of 11088 kilometres a year.

Employees at Sibiu travelled 10,709,550 km by public transport in FY2015, 38 % more than in 2014.

In order to limit emissions due to employee journeys, SNR Sibiu has introduced shuttle buses, public transport facilities and car-sharing schemes for employees living in nearby villages. **811** employees (29 % more than in 2014, 89 % of all employees) use public transport to travel to work: 500 use shuttle services and 311 use the bus to travel to the SNR Sibiu site.

Moreover, 60 Sibiu employees share cars to travel to work, twice as many as in 2014.

In the Alpine region, NTN-SNR contributes to the travel expenses of some 90 employees who use some form of public transport to travel to and from the Alpes sites.

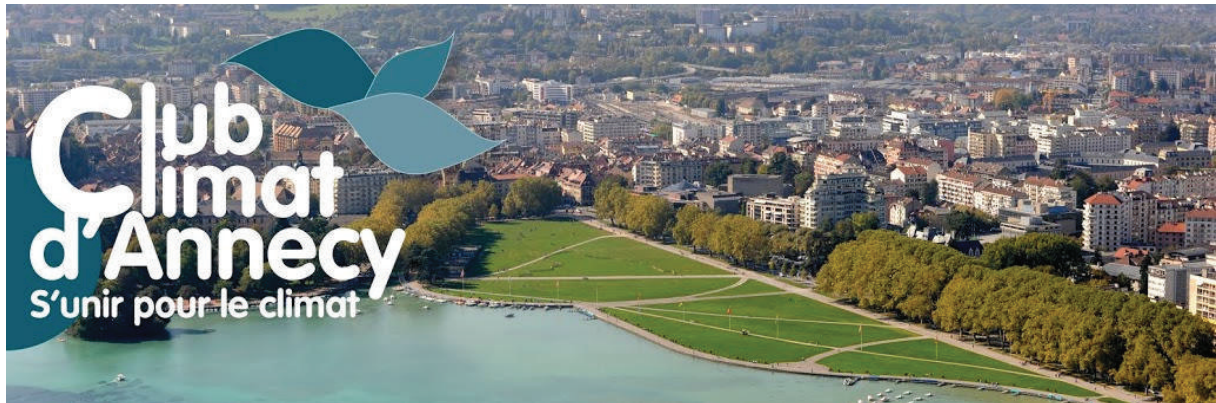
Climate Train



As part of the science festival, NTN-SNR held a stand at the "Climate Train" village, which called in at Annecy on 8 October. This travelling project, created by the SNCF and a group of scientists, sets out to explain the issues and impacts of climate change and concrete solutions that exist to fight it.

On our stand we presented our company, both to the general public and to schoolchildren, as an innovative player mindful of environmental issues. We generated a lot of discussion about our innovation: the in-wheel motor with the E-Wazuma. We were also able to present our core activities and trends in the Automotive market in the coming years.

Climate Club: a dialogue with local firms and the Annecy Council

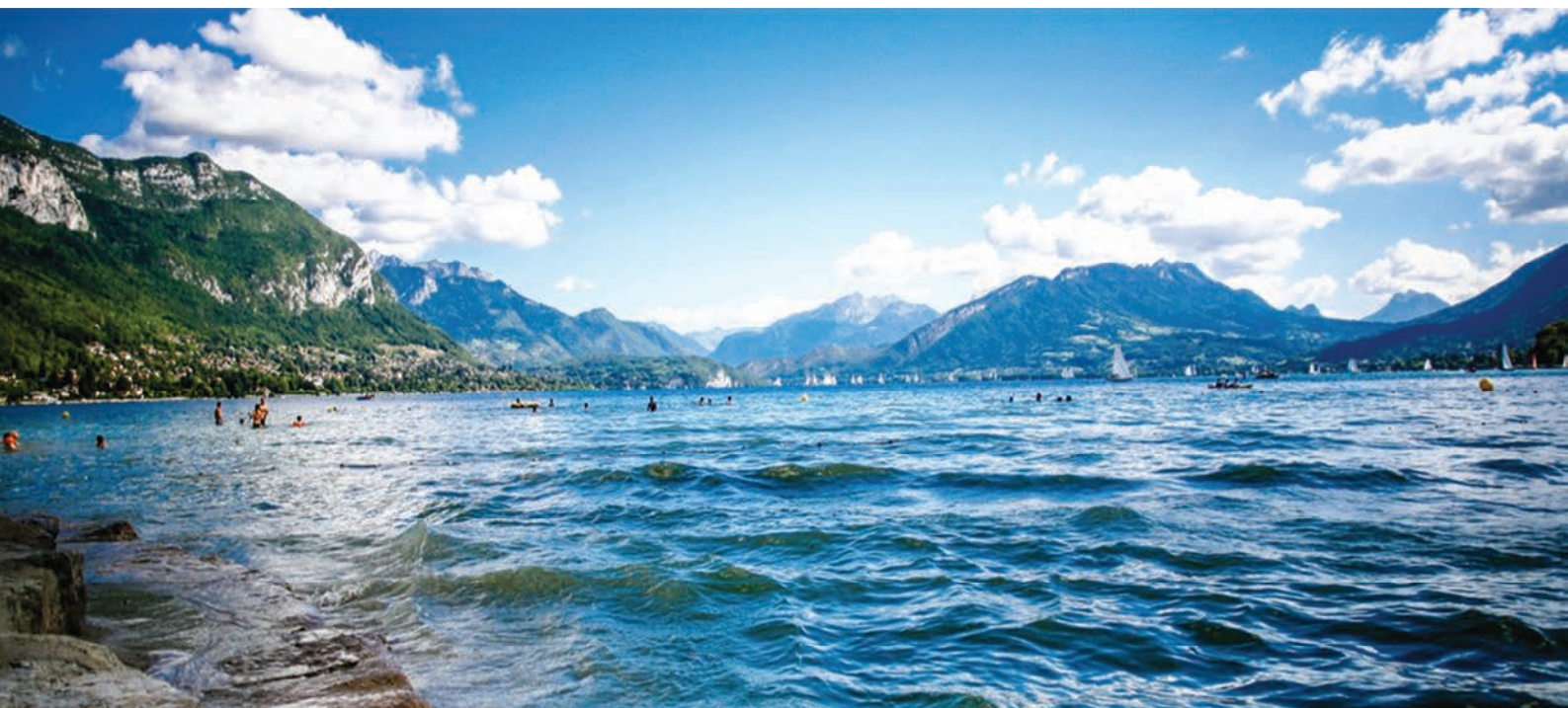


NTN-SNR chairs the Annecy Council's Enterprise Climate Club, an initiative that defines itself as an advisory body on global warming, energy savings, the development of renewable energies, etc.

The Annecy Council's Enterprise Climate Club has nearly 60 members, who include volunteers and institutional, socioeconomic and community partners.

A company-specific meeting was also introduced during the course of 2015: the Enterprise Climate Club. NTN-SNR's Environment service represents the company at the club's regular meetings and presents the measures taken by NTN-SNR concerning the above issues.

Among other things, these meetings encourage dialogue with local firms on common environmental and social issues. Our involvement in the Climate Club demonstrates our commitment to live up to our stakeholders' expectations in environmental matters and to pursue a sustainable development policy consistent with the needs and expectations of Annecy Council.



Renewable Energies



36.6 % of the electricity at the Sibiu site

100 % of the electricity at the Curitiba site

14.4 % of the electricity at the French sites

is generated by renewable energies

Solar panels installed in Alès

The workers' vehicles at the Alès site will soon be parked under 5,000 m² of photovoltaic shades. Like our shareholder NTN Corp. in Japan, which installs photovoltaic modules at a good many of its factories, the Alès site will have an annual generating capacity of 1,1 GWh.

This project, consistent with our ISO 14001 and ISO 50001 certifications, reflects NTN-SNR's commitment to searching for green and sustainable solutions that reduce its environmental footprint.



83 tons of CO₂ will be saved every year.

This installation also offers the possibility of installing charging stations, which could be used by employees owning electric vehicles.

INNOVATIONS AIMED AT REDUCING GREENHOUSE GAS EMISSIONS

DyliCO2 tool

NTN-SNR has developed a software application that calculates carbon reductions achieved by a vehicle fitted with an innovative bearing.



Interview with Marc Paquien, Automotive innovation project leader at NTN-SNR and developer of the DyliCO2 software application.

A graduate of Arts et Métiers and Ecole Nationale Supérieure du Pétrole et des Moteurs, Marc started his engineering career at Renault, working on diesel engine emissions. He joined NTN-SNR in 2012.

Marc, what led you to develop DyliCO2?

I developed it to meet high demand from car manufacturers, namely the need to reduce vehicle greenhouse gas emissions. Governments worldwide are putting more and more pressure on the automotive industry (penalties on excess emissions, medium-term CO₂ emission reduction targets, etc.). Combined with the steady increase in oil prices, it is becoming essential to innovate to improve the energy efficiency of vehicles. So I developed this software application to help NTN-SNR offer car manufacturers innovative and reliable mechanical solutions that improve vehicle energy efficiency.

What is the purpose of the software?

Certain moving parts of a vehicle generate friction and thus power loss. We use more fuel to make the same route, thereby increasing the car's GHG emissions. We should remember that reducing mechanical friction offers the highest potential for cutting greenhouse gas emissions, even more than the vehicle's aerodynamic design.

With that in mind, we developed DyliCO2 with a view to quantify gains in g.CO₂/km achieved by using NTN-SNR innovations.



Can you give us an example?

Take any car with known specifications (weight, gearbox ratio, aerodynamic coefficient, motor engine specification, etc.). We characterize with a try the losses by friction engendered by the historic component, then those of our innovative solution. For instance, we replace the hydrodynamic bearing on the engine's camshaft with an NTN-SNR bearing that generates less friction. For a given course of the vehicle, the software can determine the amount of CO₂ saved by having the new component fitted. The route can be or a normalized route, for example the European cycle NEDC or WLTC, or still a real route of a fellow. In our example, we estimate the saving at 0.61g/km, which represents approximately 92 kg of CO₂ over the vehicle's lifetime.



“On a large scale, the gains amount to tens of thousands of tonnes, just by replacing one component”

Can you give us any examples of projects for which you have used DylICO2?

We have worked, for example, with Peugeot Sport on the 208 HYbrid FE project. This technological demonstrator aims to preserve the driving dynamics of the 208 GTi (when accelerating in particular) while maintaining low carbon emissions, in the region of 49 g/km whereas the average for the sector is around 120 g/km. We can also mention the EOLAB project of Renault, for which NTN-SNR in supplied with the rotations wheels with an innovative technology allowing to relieve and to decrease the frictions. The main purpose for the manufacturers is to test solutions to reach the European goal of 95 g/km by 2021.



Open Rotor

NTN-SNR has contributed to the development of a next generation of aircraft engine with contrapropellers, which may well replace current engines in a few decades. A project that is part of the European CleanSky programme for Safran, a subsidiary of Snecma.

Cutting-edge innovations for the engines of the future

As part of the European Clean Sky Programme, NTN-SNR has developed ball-type blade root bearings for Snecma's Open-Rotor demonstrator engine. This engine features two rows of unshrouded, contrapropeller blades. The blade root bearings allow the blades' angle of incidence to be varied up to several tens of degrees during their rotation. NTN-SNR met numerous technical constraints imposed by the architecture.

NTN-SNR was thus able to develop a specific sealing system and complex tribologic solution in response to the special lubrication conditions associated with an environment that combines high temperature and high centrifugal force. The maximum torque loads also had to be addressed in order to easily actuate the blade incidence control system and allow the blades to return to the neutral position without difficulty.

A futurist project with benefits for the near future

This 1.5 million Euro development project, financed 50 % by the European Union, mobilised the NTN-SNR teams for 34 months. An application for the market of Snecma's Open-Rotor demonstrator may be considered in 2030. However, NTN-SNR's development of these bearings could have positive benefits in the shorter term for changes in engines that already exist.

Certain new generations of engines currently under development foresee blade orientation control (this time inside the fan module) in order to increase their performance. The technology developed by NTN-SNR within the scope of the Open-Rotor programme has already allowed it to position itself for these promising projects.

This engine could be fitted to a good many aircraft by 2030 and should reduce emissions by one third

NTN-SNR's research orientations to meet ongoing challenges

R&D work to boost engine performance naturally involves reducing carbon emissions by reducing torque and weight. NTN-SNR developed innovative surface coatings and internal geometry optimisations to meet the severe operating requirements when operating without lubrication.

Another area of research concerns the development of ceramic rolling elements and new bearing race materials. The development of 2nd generation high-speed tapered roller bearings is also a priority.



Lightweight bearings, that help to reduce friction and consume less fuel.



E-Wazuma

A local partnership serving the environment

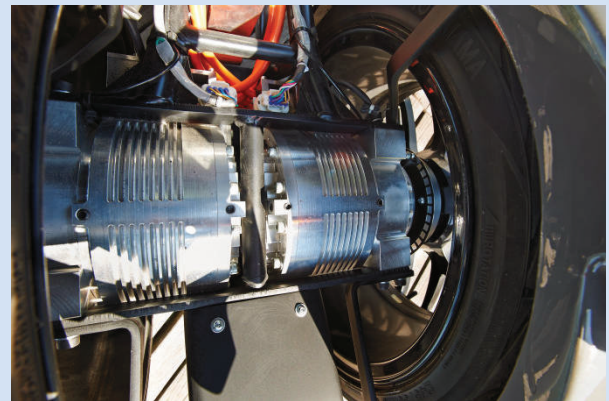
The E-Wazuma, developed by NTN-SNR and French manufacturer Lazareth, was the star exhibit at the 2-wheel show at Lyon Eurexpo from 4 to 6 March 2016.

This is the electric version of the famous Wazuma sports tricycle, a new showcase for the technology electric in-wheel motor developed by NTN-SNR. Two in-wheel motors of 30 kW each are fitted into the two rear twin wheels of the tricycle, offering unique performance worthy of a sports car.



After implementing this technology on low-power urban vehicles, one of which has already been developed with Lazareth, and on a mass-produced Honda Civic modified with more powerful motors, NTN-SNR has moved into higher gear with this attractively designed sports vehicle.

The E-Wazuma today offers performance and road behaviour comparable to the internal combustion version with a slightly lower power. In addition, with an efficiency of more than 90%, the engine provides a torque of 490 N / m well above that of an internal combustion engine for a remarkable and smooth acceleration managed by an extremely accurate electronic control.



The in-wheel motor developed by NTN-SNR

**“The E-Wazuma is a superlative project,
a technological showcase of French expertise”**

Awards and distinctions

This year NTN-SNR received several awards for its commitment to innovation.

International Prize for Automotive Innovation– Silver Medal

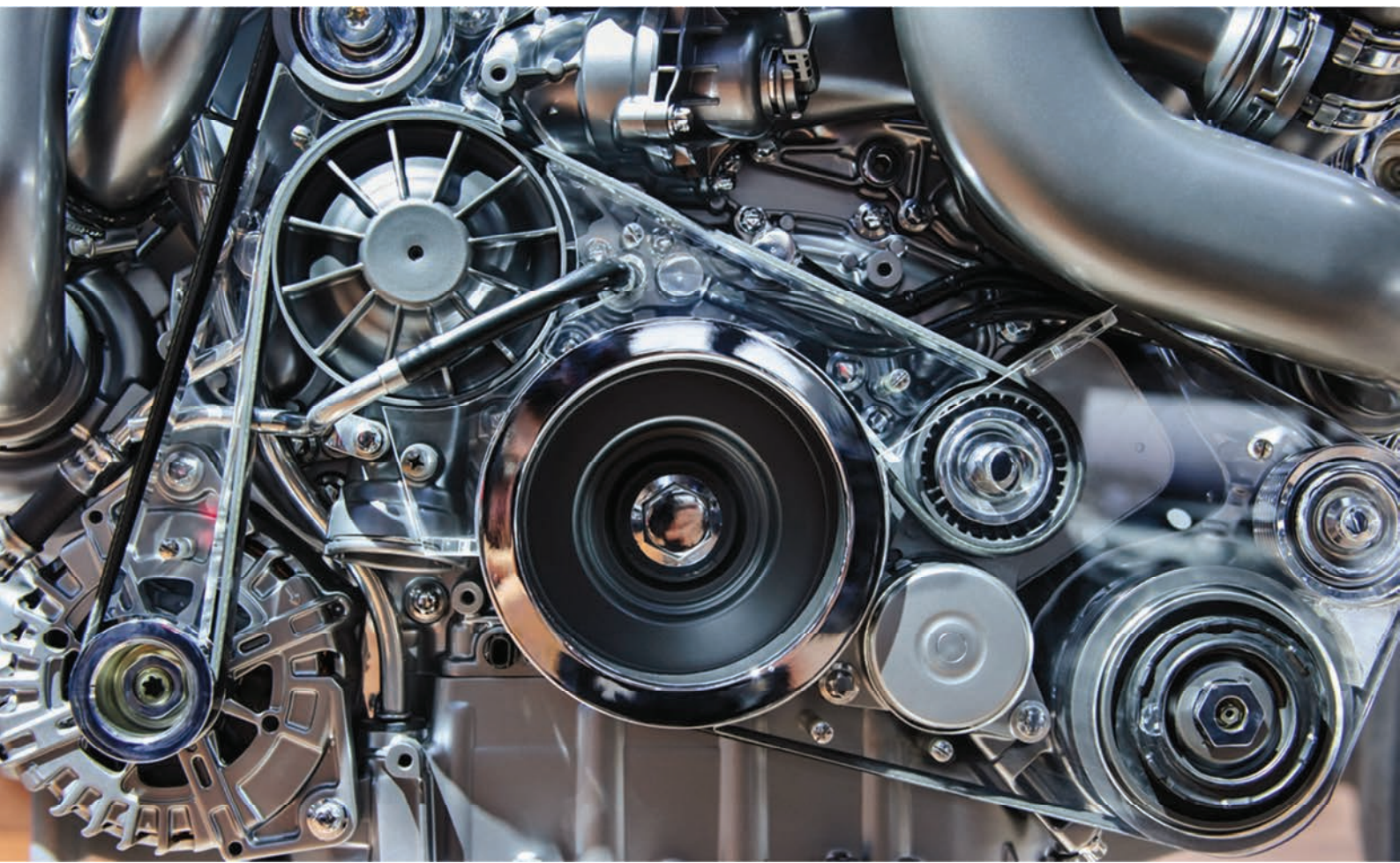


Among the 30 nominees, NTN-SNR was awarded the silver medal in the OEM-New Technologies category for its new bearing-transmission link system. This innovation offers lower consumption, lower greenhouse gas emissions, a weight saving and an enhanced feeling of safety.

"Innovative supplier of the year" prize - Nexus Automotive International



On the occasion of the Nexus Automotive International supplier convention, NTN-SNR's "TechScaN'R" smartphone application was awarded the "**Innovative supplier of the year**" prize. This application lets users access technical information on our products and an interactive viewing system that shows product from many different angles.



«More than 330 indicators serve us to follow our CSR performance»

INDICATORS

NTN® **SNR**®



With You

Distribution of indicators



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Social Table 1 - Workforce

Social	SNR Cévennes	NTN-SNR	ICSA (Italy)	SNR Curitiba (Brazil)	NTN-SNR Sibiu (Romania)	<i>Equivalence Article 225</i>	<i>Equivalence GRI G4</i>
Workforce breakdown by age							
<i>Number of executives under 25</i>	0	10	0	0	3	I.a) 1.2	G4-10 / LA1 / LA12
<i>Number of executives aged 25 to 29</i>	0	40	0	0	33	I.a) 1.4	G4-10 / LA1 / LA12
<i>Number of executives aged 30 to 49</i>	8	287	2	7	87	I.a) 1.5	G4-10 / LA1 / LA12
<i>Number of executives aged 50 to 59</i>	3	83	2	2	14	I.a) 1.6	G4-10 / LA1 / LA12
<i>Number of executives over 60</i>	0	11	1	0	5	I.a) 1.3	G4-10 / LA1 / LA12
<i>Number of emp/tech/sup under 25</i>	11	121	1	6	23	I.a) 1.2	G4-10 / LA1 / LA12
<i>Number of emp/tech/sup aged 25 to 29</i>	8	107	1	15	28	I.a) 1.2	G4-10 / LA1 / LA12
<i>Number of emp/tech/sup aged 30 to 49</i>	37	328	21	66	85	I.a) 1.2	G4-10 / LA1 / LA12
<i>Number of emp/tech/sup aged 50 to 59</i>	22	139	12	2	17	I.a) 1.2	G4-10 / LA1 / LA12
<i>Number of emp/tech/sup over 60</i>	2	13	1	0	6	I.a) 1.2	G4-10 / LA1 / LA12
<i>Number of manual workers under 25</i>	7	90	1	6	65	I.a) 1.2	G4-10 / LA1 / LA12
<i>Number of manual workers aged 25 to 29</i>	12	113	4	8	35	I.a) 1.2	G4-10 / LA1 / LA12
<i>Number of manual workers aged 30 to 49</i>	177	911	99	34	186	I.a) 1.2	G4-10 / LA1 / LA12
<i>Number of manual workers aged 50 to 59</i>	123	564	48	1	90	I.a) 1.2	G4-10 / LA1 / LA12
<i>Number of manual workers over 60</i>	4	27	5	0	15	I.a) 1.2	G4-10 / LA1 / LA12
Total female employees	39	802	52	36	248	I.a) 1.2	G4-10 / LA1 / LA12
Total female employees	375	2 042	155	111	444	I.a) 1.2	G4-10 / LA1 / LA12

Workforce ALPS 2015	ANNECY	SEYNOD	MEYTHET	ARGONAY	CRAN-GEVRIER	Moving employees	Total	% of NTN-SNR Alps
Manual workers	332	704	271	348	50	0	1 705	60%
Emp.tech/sup	384	107	46	87	53	31	708	25%
Executives	295	26	7	35	20	48	431	15%
Total	1 011	837	324	470	123	79	Workforce Alps	
% of NTN-SNR Alps	36%	29%	11%	17%	4%	3%	2 844	

Social Table 2 - Hiring/Layoffs/Wages

Social	Unit	NTN-SNR	NTN-SNR Group	<i>Equivalence Article 225</i>	<i>Equivalence GRI G4</i>
Recruitment					
<i>Women hired on permanent contracts</i>		62	109	I.a) 2.1	EC6
<i>Men hired on permanent contracts</i>		140	264	I.a) 2.1	EC6
<i>Executives hired on permanent/fixed term contracts</i>		25	58	I.a) 2.1	EC6
<i>Employees, technician and supervisors hired on permanent/fixed term contracts</i>		119	168	I.a) 2.1	EC6
<i>Manual workers hired on permanent/fixed term contracts</i>		116	236	I.a) 2.1	EC6
Layoffs					
<i>Total departures</i>		229	409		
<i>Including layoffs</i>		20	30	I.a) 2.2	LA1
<i>Including resignations</i>		68	194	I.a) 2.2	LA1
<i>Turnover rate (ratio of resignations to total workforce)</i>	%	2,39	4,51	I.a) 2.2	LA1
Wages					
<i>Annual wage bill, Male Executives</i>	EUR	20,649,427	22,504,428		
<i>Annual wage bill, Female Executives</i>	EUR	4,193,332	4,721,735		
<i>Annual wage bill, Male Supervisors</i>	EUR	2,670,675	4,028,139		
<i>Annual wage bill, Female Supervisors</i>	EUR	311,041	581,157		
<i>Annual wage bill, Male Employees/Technicians</i>	EUR	NA	3,042,899		
<i>Annual wage bill, Female Employees/Technicians</i>	EUR	NA	242,249		
<i>Annual wage bill, Male Technicians, Draughtsmen</i>	EUR	11,539,550	12,117,324		
<i>Annual wage bill, Female Technicians, Draughtsmen</i>	EUR	2,076,510	2,193,436		
<i>Annual wage bill, Male Employees</i>	EUR	674,656	1,942,068		
<i>Annual wage bill, Female Employees</i>	EUR	3,326,996	4,070,539		
<i>Average annual wage bill, Male Qualified Workers, Adjusters, Skilled Workers</i>	EUR	25,745,201	29,148,163		
<i>Average annual wage bill, Female Qualified Workers, Adjusters, Skilled Workers</i>	EUR	5,161,782	5,359,236		
<i>Annual wage bill, Male Workers</i>	EUR	8,984,252	18,715,361		
<i>Annual wage bill, Female Workers</i>	EUR	6,664,385	9,252,583		
Total annual wage bill	EUR	91,997,807	117,919,318		
<i>Average profit-sharing amount per employee beneficiary</i>	EUR	1,128	1,120	I.a) 3.1	G4-51

NA: Unavailable

Social Table 3 - Work organization/Industrial relations

Social	Unit	NTN-SNR	NTN-SNR Group	Equivalence Article 225	Equivalence GRI G4
Work organization					LA7
Organization of working hours					
Average weekly working hours, Administrative Employees	h	36.18	39	I. b) 1	
Average weekly working hours, Workers on 2*8 shifts	h	36.02	38	I. b) 1	
Number of employees with flexitime arrangements		1,200	1,201	I. b) 1	
Number of employees working in weekend shifts		132	132	I. b) 1	
Number of employees working in fixed shifts		325	403	I. b) 1	
Number of employees working in alternating shifts		1,015	1,132	I. b) 1	
Number of employees working daytime hours		NA	256	I. b) 1	
Number of employees working 3*8		NA	584	I. b) 1	
Number of employees working 2*8		NA	150	I. b) 1	
Number of employees working on weekends		NA	63	I. b) 1	
Number of employees working at NIGHT		NA	60	I. b) 1	
Absenteeism			0		
Number of theoretical days worked	d	697,478.04	1,018,269		
Number of days' absence due to travelling to and from work	d	2,301.67	2,407	I. b) 2	
Absentee rate due to travelling to and from work	%	0.33	0.23	I. b) 2	
Number of days' sick leave	d	28,108	42,006	I.b)2 et I.d)4	LA6
Absentee rate for sick leave	%	4.03	4.19	I.b)2 et I.d)4	LA6
Absentee rate - Executive	%	2.96	3.00	I. b) 2	
Number of days' absence of employees, technicians and supervisors	d	5,558	8,825		
Absentee rate of employees, technicians and supervisors	%	3.29	4.27	I. b) 2	
Number of days' absence of manual workers	d	35,003	48,807		
Absentee rate of manual workers	%	8.23	9.03	I. b) 2	
Industrial relations					
Organization of dialogue between management and labour					
Average renewal frequency of works council members	year	4	4	I. c) 1	LA4
Contribution to WC 1.25 %	EUR	1,077,593.92	1,209,254	I. c) 1	LA4
Contribution to WC 0.20 %	EUR	185,439.80	208,480	I. c) 1	LA4
Average renewal frequency of shop stewards	year	4	3	I. c) 1	LA4
Number of hours reserved for union/delegate duties	h	6,270	6,918	I. c) 1	LA4
Average renewal frequency of HSWCC members	year	2	3	I. c) 1	LA4
Total number of hours of delegation	h	12,298	13,351	I. c) 1	LA4

NA: Unavailable

Social Table 4 – Health and safety

Social	Unit	NTN-SNR	NTN-SNR Group	Equivalence Article 225	Equivalence GRI G4
Health and Safety					
Frequency and severity of workplace accidents					
including number of accidents due to the existence of serious hazards		0	0	I. d) 3	LA6 / LA7
including number of accidents due to falls from heights		2	2	I. d) 3	LA6 / LA7
including number of accidents caused by machines		3	7	I. d) 3	LA6 / LA7
including number of traffic, handling, storage accidents		31	32	I. d) 3	LA6 / LA7
including number of accidents caused by objects, weights or particles accidentally in motion		2	3	I. d) 3	LA6 / LA7
including other cases		4	4		
Total number of accidents to and from work with sick leave		11	13	I. d) 3	LA6 / LA7
Number of hours of exposure to risk	h	4,475,693	5,341,083	I. d) 3	LA6 / LA7
Number of days lost	d	1,721	1,967	I. d) 3	LA6 / LA7
Frequency (F) = Num. lost-time accidents X 10 ⁶ / Num. hours		9.38	8.53	I. d) 3	LA6 / LA7
Severity (S) = Num. of days lost X 10 ³ / Num. hours		0.38	0.36	I. d) 3	LA6 / LA7
Occupational illnesses					
Number of recognized occupational illnesses		7	10	I. d) 4	LA6
Number of employees suffering from an occupational disease recognized as such during the year		5	6	I. d) 4	LA6

Social Table 5 - Training/Equal treatment/Fight against discrimination

Social	Unit	NTN-SNR	NTN-SNR Group	Equivalence Article 225	Equivalence GRI G4
Training and skills development					
Training policy implemented					
<i>Number of Male trainees</i>		1,974	2,489	I. e) 1	LA10 / LA11
<i>Number of Female trainees</i>		749	1,162	I. e) 1	LA10 / LA11
<i>Number of Executive trainees</i>		388	544		
<i>Number of Emp/Tech/Sup trainees</i>		701	937		
<i>Number of Manual worker trainees</i>		1,634	2,417	I. e) 1	LA10 / LA11
<i>Proportion of the wage bill devoted to ongoing training</i>	%	6.13	5.55	I. e) 1	LA10 / LA11
<i>Amount dedicated to ongoing training</i>	EUR	5,636,195	6,664,116	I. e) 1	LA10 / LA11
Total number of hours of training					
<i>Number of hours of executive training</i>	h	15,641	24,561	I. e) 2	LA9 / HR2
<i>Number of hours of empl./tech./sup. training</i>	h	25,118	35,470	I. e) 2	LA9 / HR2
<i>Number of hours of manual worker training</i>	h	57,491	135,477	I. e) 2	LA9 / HR2
<i>Total training hours</i>	h	98,250	189,258	I. e) 2	LA9 / HR2
Equality of treatment					
Measures taken to encourage the recruitment and integration of disabled persons					
<i>Number of value units recovered via service providers from the sheltered employment sector</i>		82.50	92	I. f) 2.2	LA12
Policy on the fight against discrimination					
The young					
<i>Total number of work-study contracts</i>		59	74	I. f) 2.1	
Over-fifties					
<i>Number of recruitments of over-50s</i>		17	32	I. f) 2.1	

Purchasing: Table 6 – Miscellaneous

Responsible purchases	Unit	Group values	Value of Alpes sites	Comment	Equivalence Article 225	Equivalence GRI G4
<i>What quantity of steel is used?</i>	Tonnes	82379	78879	/	II. c) 2.1	EN1 / EN2
<i>What are the countries of origin of the steel?</i>	/	France, Sweden, China, Germany, Japan, Brazil	France, Sweden, China, Germany	/	III. c) 2	HR5 / EN33
<i>How many bearing components are used?</i>	Unit	2,443,090,753	2,314,226,554	Figures unavailable for the Romanian site	II. c) 2.1	EN1 / EN2
<i>What quantity of packaging is used?</i>	Unit	28,419,704	27,618,056		II. c) 2.1	EN1 / EN2

Environment: Table 7 - Pollution and waste management

Environment	Unit	NTN-SNR	NTN-SNR Group	Equivalence Article 225	Equivalence GRI G4
Pollution and waste management					
Air					
<i>What percentage of inspected boilers do not comply with regulations?</i>	%	50 % at Seynod 100% at Meythet 0 % at Annecy Figures unavailable elsewhere	50 % at Seynod 100 % at Meythet 0 % at Annecy 0 % at Sibiu (Romania) 0 % at ICOSA (Italy) Figures unavailable elsewhere	II.b) 1.1	
WATER					
<i>What is the quantity of process water sent to the treatment station?</i>	m ³	7,310	18,256	II. b) 1.2	EN22 / EN24
<i>What is the quantity of process water discharged into the sewers?</i>	m ³	5,880	152,475	II. b) 1.2	EN22 / EN24
<i>What is the percentage of inspected process water that does not comply with regulations?</i>	%	0 % at Annecy 35.7 % at Seynod Figures unavailable elsewhere	0 % at Annecy 35.7 % at Seynod 8,3 % at Mazac 0 % at ICOSA (Italy) Figures unavailable elsewhere	II. b) 1.2	
<i>What is the quantity of waste water from sanitary facilities treated in the purification station?</i>	m ³	17,369	32,514	II. b) 1.2	EN22
Waste prevention, recycling and disposal measures					
<i>What is the quantity of hazardous industrial waste (HIW)?</i>	t	7,713	11,496	II. b) 2	EN23 / EN24
<i>Quantity of hazardous waste as a function of added value</i>	t/EUR	0,25	0,54	II. b) 2	EN23
<i>Quantity of non-hazardous waste as a function of added value*</i>	t/EUR	679	680	II. b) 2	EN23
<i>What is total quantity of waste generated by your activity?</i>	t	22,094	27,048	II. b) 2	EN23
Waste reclamation, recycling and re-use					
<i>What volume is reclaimed/recycled/reused?</i>	t	15,809	19,129	II. b) 2	EN23
<i>What is the value of expenditure allocated to the treatment of waste?</i>	EUR	1,367,606	1,996,331	II. b) 2	
<i>What is the value of gains from waste reclamation, recycling and re-use?</i>	EUR	1,403,032	1,612,021	II. b) 2	
Noise pollution					
<i>Do you measure your noise emissions?</i>		Yes	Yes	II. b) 3	EN24
<i>How many complaints have been received due to noise nuisance?</i>		2	2	II. b) 3	EN24
Odour nuisance					
<i>Do you measure your odorous emissions?</i>		no	no	II. b) 3	EN24
<i>What is the level of complaints received due to odour-related nuisances?</i>		N/A	N/A	II. b) 3	EN24
Light pollution					
<i>How many complaints have been received due to light-related nuisances?</i>		1	1	II. b) 3	EN24

N/A: Not Applicable

Environment: Table 8 - Sustainable use of resources

Environment	Unit	NTN-SNR	NTN-SNR Group	Equivalence Article 225	Equivalence GRI G4
Sustainable resource use					
Water consumption					
What is the aggregate value of water consumption?	m ³	90,241	296,503	II. c) 1.1	EN8
Water consumption as a function of added value	m ³ /EUR	3	3	II. c) 1.1	EN8
What is the consumption of mains water?	m ³	90,241	145,683	II. c) 1.1	EN8
What is the consumption of surface water?	m ³	0	0	II. c) 1.1	EN8
What is the consumption of underground water?	m ³	0	150,820	II. c) 1.1	EN8
Chemical products					
What is the quantity of chemicals used in the manufacturing process?	t	2,884	3,985	II. c) 2.1	EN1 / EN2
Chemicals used in-process as a function of added value*	g/EUR	385	449	II. c) 2.1	EN1 / EN2
What quantity of material (bearings) is placed on the market?	t	26,150	51,571	II. c) 2.1	EN1 / EN2
Energy consumption					
Electricity					
What is the consumption of electricity?	kWh	96,062,000	156,254,910	II. c) 3.1	EN3
Gas					
What is the consumption of gas?	MWh_GCV	21,260	27,775	II. c) 3.1	EN3
Gas consumption as a function of added value (WhPCI/Euros)		1,825,688	1,826,197	II. c) 3.1	EN3
Land use					
What is the total surface area of the site?	m ²	434,862	947,530	II. c) 4	
What % of the surface area is used for production?	%	26.2 %	22.4%	II. c) 4	

Environment: Table 9 – Climate change

Environment	Unit	NTN-SNR	NTN-SNR Group	Equivalence Article 225	Equivalence GRI G4
Climate change					
Greenhouse gas emissions					
Quantity of emissions generated by energy	tCO ₂ e	11,606	26,317	II. d) 1	EN15 / EN16
Quantity of emissions generated by air-conditioning systems	tCO ₂ e	9	9	II. d) 1	EN15
Quantity of emissions generated by inbound freight	tCO ₂ e	9,194	9,194	II. d) 1	EN17
Quantity of emissions generated by outbound freight	tCO ₂ e	N/A	N/A	II. d) 1	EN17
Quantity of emissions generated by inputs (steel, components, chemicals)	tCO ₂ e	86,453	220,097	II. d) 1	EN17
Quantity of emissions generated by waste	tCO ₂ e	19,850	19,850	II. d) 1	EN17
Quantity of emissions generated by purchases of steam or cold	tCO ₂ e	N/A	N/A	II. d) 1	EN17
Quantity of emissions generated by business travel	tCO ₂ e	1,764	1,764	II. d) 1	EN15 / EN17
Quantity of emissions generated by travel to and from work	tCO ₂ e	3,992	3,992	II. d) 1	EN17
Quantity of emissions generated by product packaging	tCO ₂ e	N/A	N/A	II. d) 1	EN17
Quantity of emissions associated with product end-of-life	tCO ₂ e		1,430	II. d) 1	EN17
On what date did you produce this/these assessment(s)?		12/2015		II. d) 1	
What is the quantity of avoided CO ₂ emissions?	t	12,739	12,927	II. d) 2	
VOC releases					
Quantity of VOC released (civil year 2015)	VOC Tons	52,8 (42,88 for Seynod plant)	-	II. b) 1	EN21
Quantity of VOC / added value	g/€VA	0,38	-	II. b) 1	EN21

N/A: Not Applicable



SUSTAINABILITY REPORT 2015



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